

A yellow diagonal banner runs from the bottom left towards the center. It contains three white icons: a person walking, a car, and a truck.

Occupational work related road safety guide

A guide to applying road safety within a workplace

A Bilateral Approach to Organisational
Road Safety in Australia and New Zealand

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A guide to applying road safety within a workplace

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Accident Compensation Corporation (New Zealand)



National Road Safety Partnership Program (Australia)



Funding Partners



PREFACE

Corporate and organisational fleet and road safety is of strong interest to government and government agencies in Australia and New Zealand. It has been identified that there is great opportunity to engage and assist organisations and corporations in the delivery of road safety and road safety measures to achieve nationally significant road related trauma reductions. This guide has therefore been developed through public sector funding for use by any workplace within Australia and New Zealand.

Significant road safety benefits can be achieved by road safety government agencies (Australia and New Zealand) that engage with private and public sectors at their workplaces to address work related road safety issues.

It has also been noted that organisational road safety advancement creates effective and sustainable outcomes, safer places of employment, and safer communities. This can be achieved without totally relying upon traditional and often lengthy processes such as further public legislation and/ or community attitudinal and behavioural change programs.

Currently, there is little in the way of robust guides or support for those organisations that are wishing to adopt road safety within their places of employment, supply chain and/ or community. Due to this identified gap in available resource and support, it has been recommended that a practical organisational road safety guide be produced; hence the development of this guide. A guide, or supporting documentation, that bridges the gap between government and road safety research knowledge, internationally endorsed road safety methodology, and assists industry as the end user. To achieve this, the guide is designed to be non-specific to any industry sector and usable for small or large organisations, public or private, and engaging for senior executives and the personnel on the ground responsible for its implementation. Therefore, this guide is based on methodology and principles so that it can be applicable in a scalable way to the greatest number of public and private organisations while providing enough detail and 'how to' advice to enable organisations to generate their own solutions to road safety issues.

CONTRIBUTORS

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- ACC New Zealand
- National Transport Commission Australia
- New South Wales Centre for Road Safety
- Fleet Safety New Zealand - Review Working Group
- National Road Safety Partnership Program Australia - Review Working Group

ESSENTIAL MESSAGES

Essential messages within the guide have been summarised to assist the reader to identify and reference areas that will be of greatest interest. The essential messages are separated into two elements; firstly the essential message for all organisations about the building blocks to improve work related road safety. Secondly, the essential messages specifically for organisations are based on organisational scale/ size, recognising the significant differences between smaller organisations requirements and that of larger organisations. No formal definition of organisational size is provided as it is recommended that all readers review the full content of the guide before addressing road safety within their organisation. This approach is suggested to avoid missing content that may be relevant to your organisation. The essential messages should only be viewed as the starting point for improving an organisation's work related road safety.

ESSENTIAL MESSAGE FOR ALL ORGANISATIONS

Building blocks to improving work related road safety

The following points have been identified as fundamental building blocks to improving work related road safety within an organisation, as well as referencing the major chapters within the guide for relevant information and guidance.

- Start out simple and then build complexity.
 - All organisations need to ensure that the simple things are managed and done well. It is suggested that when starting out, keep road safety simple, logical, relevant and achievable, without resorting to a silver bullet approach (one size fits all). There is little value to an organisation if a small forest worth of corporate policy and procedures exist but are not well developed or representative of the organisations actions and sit on a shelf. In order to implement change in a simple and achievable way, a work place may rely on developing a supportive culture and environment for these activities, supported by sound process, procedures, standards and policies.

Chapter 1 - Commonly identified work related road safety issues

Checklists – (Annexes A to C)

- Managing to legal requirements is a sound starting point, even though it may be far from achieving a Safe System approach to road safety.
 - Compliance is not an end point. Road rules for pedestrians' right through to heavy vehicle legislation and the related laws are not just developed for the sake of giving police something to do. Identify, link and use the knowledge networks within, (and where relevant external to) the organisation that relate to road risk management, vehicles and road users.

Chapter 1 - Commonly identified work related road safety issues, focused on this point

- Build an understanding of road safety and the Safe System approach to road safety throughout the organisation.
 - Develop a collective understanding with those who are involved with road safety across the organisation and avoid the reliance on just one person as a centre of knowledge. This understanding of safe system includes the interaction and interrelationship between the major elements (Safe Vehicles, Safe Users, Safe Speeds, Safe Roads and Roadsides).

Chapter 2 - Road Safety and the Safe System Approach

Chapter 3 - Managing and applying the safe system approach to work related road safety

- Assess the ability of the organisation to manage work related road safety.
 - Conduct a work related road safety management review and implement the findings. This may be more extensive than first thought and would include the review of knowledge and information shared across divisions or departments, as well as operational and management systems.

Chapter 4 - Reviewing your organisation's work related road safety management capacity

Chapter 5 - Auditing, monitoring and Evaluations

Conducting a Review Process (Annex F)

Checklists – (Annexes A to C)

ESSENTIAL MESSAGES

ESSENTIAL MESSAGES FOR SMALL ORGANISATIONS

For a small organisation, dealing with workplace related road safety need not be an arduous task. It will require some knowledge and implementation of simple steps, as well as simple monitoring to ensure that the organisation is aware of, and addressing, any major risks.

If all small organisations were able to implement a few simple steps, this would go a long way to reducing their road use related risk. It is acknowledged that some small organisations operate within tight budgets, push the limits of working hours and timeframes, and may not have the resource availability to develop an elaborate road safety implementation and action plan. Nonetheless, there is much that they can do, starting with a review of their ability to adequately manage their road safety risks.

- Gain a general understand of road safety, safe system and what it all means.

Chapter 2 - Road Safety and the Safe System Approach

- Promote and show leadership as a responsible organisation.

Chapter 1 - Commonly identified work related road safety issues

Chapter 4 - Reviewing an organisation's work related road safety management capacity - guiding improved safety performance

- Consider the safety features and rating of your vehicles (Even if you are purchased used vehicles).

Chapter 3 - Managing and applying the safe system approach to work related road safety, Safe Vehicles

- Check that the users of your vehicles have a valid licence for the vehicle.

Chapter 1 - Commonly identified work related road safety issues

- Ensure that all vehicles are well maintained and checked.

Chapter 1 - Commonly identified work related road safety issues

- If complaints or infringement notices turn up in the mail or the users presents them at work – think about how the organisation can support or educate the user to be a safer road user.

Chapter 3 - Managing and applying the safe system approach to work related road safety, Safe Users

- Plan work travel and longer journeys, ensuring you allow for breaks and try to avoid cramming meetings and long travel.

Chapter 3 - Managing and applying the safe system approach to work related road safety, Safe Users, Safe Speed

- Checks out the safety of the roads that you plan to travel on, some roads are safer than others.

Chapter 3 - Managing and applying the safe system approach to work related road safety, Safe Roads and Roadsides

ESSENTIAL MESSAGES FOR MEDIUM AND LARGE ORGANISATIONS

In the drafting of this guide the focus has been primarily on medium to large organisations; it is therefore suggested that the guide in its entirety is applicable.

The content within this guide, although sometimes detailed, provides good starting points and considerations to improve road safety as well as providing checklists, case studies and links where further detail or resources can be found. It is suggested that organisations review, reflect upon and apply the concepts and methodologies which can be scaled, adopted, developed and further evolved to meet or enhance their already existing road safety related efforts. In applying this guide to an organisation, it is suggested that any road safety related initiatives that are developed should be undertaken with the intent to be implemented as an integrated part of “the way things are done around here” and not as a separate “add-on” to an organisations management and operational activities

The commonly identified work related road safety issues presented in this guide are provided through the recommendation of road safety practitioner that have been involved for many years in organisational road safety. The commonly identified work related

ESSENTIAL MESSAGES

issues may not provide a complete list for all circumstances but are the most commonly identified from experience in Australia and New Zealand.

The Safe System approach to road safety is an internationally endorsed aspiration and methodology. It asserts that over the long term fatalities and serious injuries (rather than all crashes) can be positively managed towards elimination. It addresses the interrelationship of core road safety elements, as important risk reducing elements in their own right but having a further powerful role as they interact with other elements to avoid crash outcomes that would otherwise be fatal. The Safe System approach to road safety methodology is also the foundation of the Australian and New Zealand national road safety strategies.

The work related road safety capacity review methodology and related checklists, sets the foundations from which an organisation can identify its current capacity to manage its road safety challenges, and take decisions to address management system shortcomings – to more adequately respond to the road safety risks and challenges it faces and the knowledge gaps and system shortfalls in place. This review methodology aligns with the recommended approach by the World Bank as well as the recently published ISO 39001 road safety management Standard for organisations.

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BACKGROUND TO THE GUIDE

The following provides acknowledgment of the international efforts being undertaken to improve road safety outcomes as well a short overview of the current status of work related road safety within Australian and New Zealand.

International - Decade of Action

Road traffic injuries are the eighth leading cause of death globally, and the leading cause of death for young people aged 15–29. More than a million people die each year on the world's roads, and the cost of dealing with the consequences of these road traffic crashes runs to billions of dollars. Unless urgent action is taken, current trends suggest that by 2030 road traffic deaths will become the fifth leading cause of death.

In 2010 the United Nations General Assembly unanimously adopted a resolution calling for a Decade of Action for Road Safety 2011–2020. Australia and New Zealand are both signatories to the UN resolution and have committed to support the Decade of Action. As part of this commitment the Governments commend the initiative and encourage government and non-government organisations to act.

See www.decadeofaction.org for additional information on this global program.

ISO 39001 Road Traffic Safety Management

ISO 39001 is an international standard recently developed to assist in managing and improving road safety performance within an organisation. It provides a structured and holistic approach to road safety that is complementary to existing programs; procedures and regulations that are already established through other ISO standards. ISO 39001 contains very useful information to assist the practitioner in addressing work related road safety risk. It is recommended that organisations refer to ISO39001 to obtain a greater knowledge of the “Road Traffic Safety Management” standard and associated processes.

http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=44958

Consider applying ISO 39001 to your organisation.

The ISO standard specifies a management system which focuses the organisation on:

- Developing a road safety policy from informed consideration of its current situation and a commitment to improvement (through a series of steps);
- Assessment of risks and opportunities informed by consideration of work related road safety performance factors and key performance indicators (PF's or KPI's);
- Selecting a number of these key work related road safety PF's / KPI's for use (which are most relevant to the organisation); and
- Adopting work related road safety objectives and targets that reflect the adopted policy position of the organisation and are supported by action plans for activities that will realise these goals - through using a Safe System approach.

It is suggested that the scale and scope of an organisation's road related activities will usually determine whether a commitment would be made to adopting and implementing the ISO standard. It is acknowledged that there is applicability within the standard for all organisations. Smaller organisations may be unlikely to engage in the accreditation process but the principles and elements in the standard offer guidance. The approach of this guide and particularly, Chapter 4 - Reviewing your organisation's work related road safety management capacity and the checklists (Annex A - C) are influenced by and endeavour to reflect the standard.

Australian statistics – work related road safety

Work-related road crashes in Australia account for about 50% of all occupational fatalities and 15 % of national road deaths. Many people are killed or seriously injured while travelling to and from work (ATC, 2011). The *National Road Safety Strategy 2011–2020* states that ‘on average, company drivers travel more than twice the annual distance of private car drivers and have about 50 % more incidents.

BACKGROUND AND INTRODUCTION TO THE GUIDE

For many businesses, vehicles and driving for work purposes are the greatest risk to employees. Therefore opportunities exist to improve road safety by working closely with organisations and employers' (NRSPP, 2013).

In 2009-10, 337 people died in Australia from a work-related traumatic injury. Of these, 75% were injured at work and 25% were travelling to or from work.

The risk of being involved in a fatality while driving 40,000km a year has been estimated at 1 in 8000. This estimate is consistent with fatality estimates within mining, 25% higher than construction and much higher than agriculture - 1 in 13,500, (Zurich, 2011).

(www.nrspp.org.au, 2013)

New Zealand statistics – work related road safety

Work-related traffic fatalities represent the greatest proportion of work-related death in New Zealand – approximately 30% of workplace deaths, as well as 13% of workplace injuries. This creates a major burden for employers and New Zealand as a whole. As fleet vehicles make up a large part of New Zealand's total fleet, it is vital that business owners and fleet operators keep their employees as safe as possible while on the road.

The total social cost of motor vehicle injury crashes in 2009 (the latest available figure) has been estimated at approximately \$3.67 billion, including loss of life and life quality, productivity, medical, legal and property damage costs. The average cost of a crash involving a fatality or permanent disability outcome for that year was \$4.1 million.

With 373 fatalities in the 2010 calendar year, the total cost is substantial and so are the on-going effects, impacting on workplaces, families and the larger community.

(www.fleetsafety.govt.nz, 2013)

INTRODUCTION TO THE GUIDE

Purpose of the guide

Within Australia and New Zealand a high proportion of road related trauma is linked to work related purposes. It should be noted that this trauma is relevant to more than vehicle use although the majority is driving related. It also includes cycling and pedestrian road related trauma. Therefore, organisations large and small have an opportunity and obligation to share the responsibility to mitigate the risk of road trauma both locally and at a national level.

Ultimately, road safety, both within an organisation and in the community environment, requires leadership, support and willingness to act. This guide has been developed as a learning and enabling tool to support and focus an organisations willingness to act.

By mobilising organisations, applying a focus on road related risk reduction and gaining a greater understanding of road safety concepts, these organisations will more actively participate in the Decade of Action for Road Safety, sharing responsibility for road safety and helping to keep employees, employee's families and local communities safer on our roads.

There will be substantial learning ahead as the Guide is applied within industry in both countries. It is suggested that the document would benefit from review in two to three years from its initial publication as experience with usage grows and as further needs and ideas for improved guidance emerge.

Target audience for the guide

The primary audience for this guide is work related road safety practitioners – who are looking for guidance on 'how' to address the (small or medium or large) organisation's road safety challenges and opportunities. The guide also provides chapter summaries at the start of each chapter for senior management use, providing enough information to ensure that questions are asked across strategic management and operational functions within an organisation's road safety related management and risk mitigation.

BACKGROUND AND INTRODUCTION TO THE GUIDE

This guide is intended to be applicable to the small enterprise that is concerned about its one or two employees and wanting to ensure that the organisation is doing all it can to mitigate the risks of road use. The guide is also targeted to the other extreme of a multinational organisation undertaking a significant expansion project with thousands of employees and contractors and delivering a massive impact upon the local and regional road transport system.

The guide therefore covers simple steps for starting out for a small organisation through to identifying more complex approaches appropriate to for larger organisations. The guide assumes that a workplace can be either a public or private entity, multi-national-to single operator, heavy or light fleet operating in either Australia or New Zealand.

The greatest challenge for the user is to review the concepts and principles and more detailed guidance contained within the guide and consider the applicability to the organisations operations and strategic management, assuming a willingness by organisations to act.

Organisation's road safety responsibilities

Key Question: What are the obligations for organisations that use the road network to ensure the safety of employees, including the safety of their workplace conditions and of their public road use?

All those using the road network, either as pedestrians, cyclists or in a vehicle, have a responsibility to act in a safe manner.

Organisations are required to manage their activities and those of their employees to meet the specified requirements of the law, whether that is corporate law, occupational health and safety laws, road safety laws or other laws.

Occupational Health and Safety legislation in Australia and New Zealand sets out the employers duty of care or responsibility in terms such as "to provide or maintain so far as is reasonably practicable a safe and healthy working environment for their employees" and there are the road safety laws and rules in each country that apply to all users of the road system. Activities such as ordering or

consigning goods or services which involve road travel by employees, contractors and other parties need to be considered in this context.

An increasingly proactive approach is required by organisations to respond to these obligations: to promote safe practices, train staff in safe operation and ensure safe vehicles and safe operating practices for the organisation - and in the organisations sphere of influence (suppliers and customers) - are embedded in the way the organisation operates.

For more information on the OH&S Acts:

- Australia - Work Health and Safety Act 2011
 - <http://www.comlaw.gov.au/Details/C2013C00253>
- New Zealand - Health and Safety in Employment Act 1992
 - <http://legislation.govt.nz/act/public/1992/0096/latest/DLM278829.html>

(New Zealand is currently undergoing a review of the Act which should be released in the first half of 2015)

Using this guide

The reader is encouraged to read through the guide and then consider the manner in which the advice and recommended processes identified can be applied to the organisation's operations to facilitate safety improvement. Throughout the guide a number of key questions are provided to encourage organisations to consider various issues and their implications.

For a small company, that has one, two or three vehicles - or even an organisation that has no vehicles at all - relating to an international agreement between countries, the UN Decade of Action, is hardly feasible. Therefore more user friendly and relevant suggestions have been provided throughout the guide.

For those medium to larger organisations. this guide will provide some robust starting points which can be scaled, adopted, developed and further evolved to meet or enhance an organisations already existing road safety related development and implementation needs.

BACKGROUND AND INTRODUCTION TO THE GUIDE

For the multinational organisations that are involved in nationally significant development projects and/or transporting goods nationally, this guide also identifies some significant opportunities to change traditional road safety approaches, which have the potential to deliver nationally significant outcomes, including the opportunity for adopting 5 star safety rated vehicles, interactions with the public sector about the design and development of safer roads, roadsides and speed limits and the establishment of road safety Alliances and collaborative working groups. This is of course not intended to understate the work of many organisations who are adopting leading edge road safety approaches. They are to be congratulated.

Within this guide there are resources and references referred to which would further assist organisations to improve their work related road safety. The guide is not intended to replicate what others have already published, but rather provide directions to other resources and encourage the reader to use them. Many of these materials are readily available through either the Australian National Road Safety Partnership Program or the New Zealand Fleet Safety Programme.

Australian Road Safety Partnership Program –
www.nrspp.org.au

New Zealand Fleet Safety Programme –
www.fleetsafety.govt.nz

Benefits of addressing road safety within a workplace

Research has revealed that organisations who have already invested in road safety initiatives consider that these efforts have been rewarded through an improved safety culture and outcomes and lower operating costs. For example, cost savings have included decreased insurance premiums, and less fuel use, vehicle maintenance, fleet damage and staff absenteeism associated with travel related injuries.

A short list of work related road safety benefits achieved through organisational focus and commitment and staff knowledge development includes:

- Reduction in the number of actual or potential road traffic crashes and injuries;
- Reduced sickness and injury absence;
- Retained corporate knowledge, less reliance on the use of temporary staff;
- Reduced risk of being sued for negligence;
- Reduced repair bills;
- Reduction in number of insurance claims and costs;
- Improved social responsibility credentials and corporate image;
- Increased customer confidence;
- Tendering advantages; and
- Increased staff morale

Summary of chapters

- **Chapter one** explores a range of commonly identified work related road safety issues that impact on work related road safety within organisational settings.
- **Chapter two** provides an overview of the Safe System approach to road safety and assists the reader in better understanding some of the complexities and interrelationships of key road safety elements.
- **Chapter three** outlines various practical considerations and opportunities to assist in incorporating and adopting a safe system approach within a work setting.
- **Chapter four** encourages organisations to consider reviewing their management system capacity to address work related road safety within an organisation. This is a key step in determining the current position and required changes to the management system to improve future road safety performance. In particular it provides a framework which organisations can use that is consistent with World Bank – *Country Capacity Review Guidelines* and the ISO 39001 Standard.
- **Chapter five** considers the process of *auditing, monitoring and evaluation* required for continuous improvement.

Limitations of this guide

The guide is not intended to be comprehensive, covering all work related situations, organisations and possible risks. It draws upon holistic road safety principles and the experience of its contributors to identify practical and effective steps that can be taken within a workplace or organisation, and as such reflects the views of those involved in its production. It is recommended that this guide be viewed in accordance with your local legislative requirements.

There may be successful interventions that are not reported within this guide. Similarly, the case studies within this guide have been used to illustrate processes, good practice and practical constraints –

they are not exhaustive but merely illustrate positive ideas and outcomes.

This guide is not intended to be presented as an academic document. The references contained are only to material used in its development, and there is no attempt at an exhaustive literature review.

Distribution of this guide

The guide is available in PDF format to be downloaded free from the websites of all partner organisations. Distribution will be through the NRSPP website and the ACC NZ Fleet Safety Programme.

- National Road Safety Partnership Program Australia - www.nrspp.org.au
- Fleet Safety Programme New Zealand - www.fleetsafety.govt.nz

BACKGROUND AND INTRODUCTION TO THE GUIDE

CASE STUDY 1: BLUE CARE

Organisation: Blue Care

Fleet Size: 2130 No. of Staff: 10,000

Blue Care is one of Australia's largest not-for-profit aged care providers with a diverse range of community and residential care services that engage with most special needs groups, specialised community social and health agencies, and the acute health care sector. Blue Care services large geographic regions in metropolitan, regional and remote Queensland and northern New South Wales. Blue Care moved fleet safety from an era where there was no training and minimal focus on crash frequency and driver risk analysis to making fleet safety a core function of the Fleet Management Unit. Blue Care has reduced crash rates through comprehensive risk analysis, driver education, thoughtful 5 star ANCAP safety rated vehicle selection, and developing industry partnerships to achieve the desired outcomes.

Outcomes:

3000 staff and volunteers attended 200 driver safety workshops since 2009.

Insurance premium reduced by 3% in 2011-12, and was stable the previous year when most fleets increased 10%.

At-fault crashes decreased 10% and fail to give way accidents decreased 35% in three years.

More than 50% improvement in infringement rates.

Funding program through savings in vehicle purchases and insurance premiums ensured management support.

Impressive results have shown value of road and vehicle safety program and built strong and continuing safety culture.

The full case study is available through the NRSP website – www.nrspp.org.au



BUILDING BLOCKS TO IMPROVING WORK RELATED ROAD SAFETY

- **Start out simple and then build complexity**
- **Managing to legal requirements is a sound starting point even though it may be far from achieving a Safe System approach to road safety**

Key messages for Directors / Senior Executives

- Many organisations fail to manage the risks associated with vehicles with the same level of risk management applied to other hazards within the workplace.
- A comprehensive approach to managing work related road safety is required for all organisations.
- A specific policy relating to safe vehicle use” for work is paramount to improving safety performance.
- Organisations need to adopt better lead indicators and information sharing networks of vehicle safety risk management in contrast to an over reliance on crash data.
- Vehicle defects are a breach of legislation and should be treated as such.
- A dedicated fleet safety team should be implemented within large organisations to manage fleet safety risk.
- Road safety should be constantly communicated throughout the organisation.
- Benchmarking can be an effective way to achieve continuous improvement in road safety.

This chapter provides some insights covering three critical areas to the successful delivery of work related road safety. These areas are: improving overall organisational or strategic management of work place road safety; improving operational management of work related road safety; and a number of considerations beyond the workplace “outside the fence”.

This chapter contemplates both the need to consider the strategic management functions relating to road safety as well as the operational aspects. It is suggested that all organisations, regardless of size, need to ensure that the simple things are managed and done well.

When starting out, keep road safety simple, logical, relevant and achievable, without resorting to a one size fits all approach. There is little value to an organisation if a small forest worth of corporate policy and procedures exist that are not well developed or representative of the organisations actions and end up sitting on a shelf. In order to implement change in a simple and achievable way, and to move to achieving results, a work place may rely on developing a supportive culture and environment for these activities, supported by sound process, procedures, standards and policies.

The term, organisational sustainable effectiveness, is the culture, environment and manner in which personnel work within the organisation to achieve road safety. The term, operational management not only relates to the organisations ability to identify and address risk associated with work related road safety, but also the need to ensure the robust development policies, processes and procedures which support the delivery of road safety risk reductions within the organisation. This section considers both suggestions that support an organisational sustainable effectiveness of road safety or ‘how to ensure that road safety sticks’ as well as areas of work related road safety that are commonly overlooked or poorly delivered

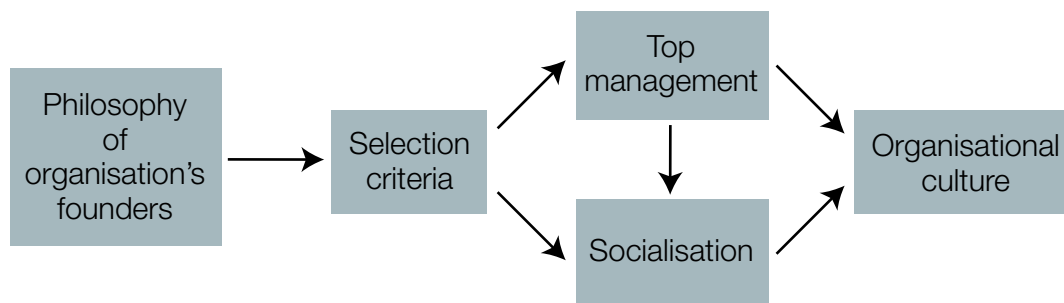
Hugh MacKay, a well-known and respected psychologist, social researcher and writer, states this fundamental principle: If we wish to change behaviour, we must modify the environment in which the behaviour occurs, so the changed conditions point to and reinforce the desired behaviour. Mere “messages” alone won’t work.

IMPROVING ORGANISATIONAL SUSTAINABLE EFFECTIVENESS OF WORK PLACE ROAD SAFETY

The following section provides some simple business management insight to the development of organisational culture, capacity and environment. The management's commitment to establishing the organisations values for workplace road safety improvement is fundamental to achieving positive road safety outcomes. If performance is to advance there are important linkages to be identified between organisational capability, human behavioural modelling and road safety. To assist with the understanding of what organisational culture, capacity or environment is, or how it is created; the following information is provided and should be reviewed in conjunction with, and in support of, the road safety capacity review materials.

Culture, in simplistic terms is 'the ways we do things around here' or the more technical definition being 'the set of characteristics that the organisation values that distinguishes the organisations from others'.
(Robbins, 2011).

Figure 1: Simplistic Process Of How Organisational Culture Is Formed.



(Robbins, Judge, Millett, Boyle, 2011)

Organisational culture

Key Question – Does your organisation have a positive culture from which to build its safety efforts?

To advance road safety within the organisation through the use of a work related road safety capacity review we firstly need to consider how cultures are formed within an organisation. This may seem overly simplistic but is imperative to understand what creates the way things are done within an organisation and why.

This model above shows that culture within an organisation is formed in three ways. Firstly, in the hiring and retention of those who think and feel the same way as the organisations founders or senior management. Secondly, senior executives form norms and behaviour through their actions and activities. Thirdly, senior management's behaviour acts as a role model to socialise employees to their way of thinking, (Robbins et al, 2011)

Organisational capability or capacity

Organisational capability is commonly associated with competitive advantage, but from an organisational work related road safety viewpoint, the ability to generate sustainable road safety advancement within an organisation requires adequate management and operational capacity to do so. Organisational capability is based on three areas – the strategic intent (road safety action plan or strategy), organisational structures (management and operational focus of road safety risk reduction) and individual knowledge (road safety awareness) (Gill and Delahaye 2004). *(road safety elements added)*. The review of an organisations capacity and developing an organisations ability to focus on and implement sustainable road safety is a major focus throughout this guide.

Organisational environment

The environment and controls that are placed on employees need to be owned by the senior management which is commonly known as “walking the talk”. Senior management and operational managers in work related road safety roles need to lead by example. If road safety within work related activities is to be taken seriously, change needs to be owned and led from the top. This is backed up by the early model of Robbins, (2011) regarding the forming of an organisational culture.

IMPROVING OPERATIONAL MANAGEMENT FOR WORK RELATED ROAD SAFETY

The following identifies 11 of the most commonly overlooked or poorly delivered areas of work related road safety and provides suggestions about how an organisation progresses to implementing change in those areas. The 11 commonly identified work related issues may not provide a complete list for all circumstances but are a good starting point for consideration.

1) Managing risks of vehicle use

Key Question: “Currently, are you and your organisation managing the risk associated with road use with the same level of diligence and consideration as every other work related risk and hazard?”

If the answer to the above question is “NO” then you are not alone, many organisations are in a similar position regarding work related road safety risk management. Research indicates there are a number of consistent themes and issues identified across organisational vehicle fleet risk management that if addressed, could provide improvements to an organisation’s work related vehicle safety (Wishart, Rowland, Freeman, & Davey, 2011).

2) Reliance on the ‘Silver bullet’ - one big solution!

Key Question: “Is your organisation still looking for the silver bullet in contrast to a comprehensive approach to improving work related road safety?”

Unfortunately, all too often organisations looking to improve work driving safety fail to take on a comprehensive approach, but rather look for one intervention “the silver bullet” to improve work related driving safety (Wishart & Davey, 2004). In many instances, organisations will utilise ‘behind the wheel’ driver training as a potential solution or the retro fitting of technological devices.

While there is continued debate regarding the effectiveness of driver training (Christie, 2001), a reliance on driver training as a single initiative, or any other single initiative for that matter, is likely to provide extremely limited results in regard to improving organisational driving safety. This is primarily due to the complexities associated with various influences on work related driving (Stuckey, Montagne, & Sims 2007).

Furthermore, skill improvements across any work setting, including vehicle use, does not automatically translate into safer behaviour, especially if underlying organisational and personal factors of influence are not adequately addressed.

3) Work Related Road Safety Policy and Procedures

Key Question: “Does your organisation have a work related road safety policy?”

An initial step in any organisation’s work related road safety risk management process is the development of a stand-alone work related road safety policy. This should be a key area for discussion and review whenever a work related road safety management capacity review is undertaken. (See Chapter 4).

Unfortunately many organisations, when it comes to managing work related road safety, lack policies relating specifically to safe road use (Haworth et al., 2008), but rather have policies primarily associated with asset management issues, for example fuel use and home garaging (Wishart et al., 2011). The development of a stand-alone safe road use or driving safety policy (often supported by more detailed procedures) provides a key platform for the improvement of the safety of operation of a vehicle fleet, by outlining organisational and employee responsibilities and accountabilities associated with vehicle use. In other words, a work related road safety policy documents the “rules of the game” to all parties associated with vehicle use procedures. It also provides a strong indicator to employees of the importance that their organisation places on risk management associated with vehicle use and driving for work.

A work related road safety policy and procedures also provides a series of lead indicators against which employee activities associated with vehicle use can be monitored and evaluated. For example, employee knowledge of issues associated with driving safety such as fatigue, mobile phone use, and alcohol, along with organisational requirements, can be assessed. Therefore the importance of an organisation’s own stand-alone work related road safety policy should not be underestimated and organisations should ensure that they develop and implement their own specific stand-alone work related road safety policy (and supporting procedures).

4) Data collection

Key Question: “How comprehensive is your organisations vehicle incident data?”

Many organisations primarily rely on insurance records or incident reports as a means of monitoring and assessing vehicle safety and risk management performance. Unfortunately, this process, relying on lag indicators (crashes), can be likened somewhat to shutting the gate after the horse has bolted, as the incident which the organisation is trying to prevent has already occurred. In addition, a reliance on measuring crashes, as recorded within obtained data such as insurance claims, suffers from a number of limitations. For example, insurance claims often contain very little information relating to contributing factors to the crash but rather information of primary importance to the insurance company, which is to determine the amount of damage to the vehicle and the circumstances necessary to ascertain attributed fault. Furthermore, many minor damage incidents involving vehicles may not necessarily result in insurance claims due to the amount of damage to the vehicle being less than the insurance claim excess. Consequently, reliance on insurance claim data may result in instances of under reporting and unhelpful data.

If crash claim data is used as the “scorecard” in regards to monitoring organisational fleet safety performance, then incidents are sometimes not reported or recorded due to being under the insurance excess may indicate false measures of performance. For example, if after a particularly poor year in regard to vehicle safety an insurance provider increases an organisation’s insurance excess then the following year performance may be viewed as improving due to the reduced number of insurance claims when in reality the reduction is an anomaly associated with reporting.

Poor data collection increases the possibility of poor risk management decision making (Wishart et al, 2011). Case study analysis of insurance claims or crash records also indicates that often an organisations claims data contain a plethora of cases with missing data. In many cases across a variety of organisations, complete fields of information often contain no answers or any information (Wishart et

al., 2011). Many cases of claims data in particular appear to default to information indicating a common cause of a vehicle crash as a 'vehicle loss of control' incident in contrast to information explaining contributing factors to the loss of control incident. It is suggested that this type of explanation for a work related incident is unacceptable and would not be considered sufficient enough explanation with any other piece of work related equipment or plant. For example, other work related health and safety incidents within organisations do not have as an acceptable explanation within incident reports that equipment such as a chainsaw simply "lost control" and resulted in injury (Challenge to Change Workshops, 2010-2013).

If your organisation is a small to medium enterprise (SME) it is possible that an elaborate information collection process is not required and that the information is all held by one or two people. But any SME needs to identify and control risk as much as other larger organisations.

5) Infringement monitoring

Key Question: "What management processes occur in your organisation in regard to traffic infringements?"

The monitoring of traffic infringements is an important process that should occur within an organisation's risk management program. Infringement notices obtained from fleet vehicle use should be considered as indicators of poor safety performance and serious breaches in legislation, in contrast to indicators of misfortune. Each organisation operating a vehicle fleet should record and manage infringements associated with organisational vehicles, and multiple incidents should be dealt with accordingly. Case study research has indicated that monitoring traffic infringements may provide an indication of potential loss of licence due to demerit point loss. Results across a number of organisations indicate that this figure may be as high as 4% of the driving work force (Wishart & Rowland, 2010).

Organisations should ensure that they monitor traffic infringements and vehicle defect notices and initiate a management process for multiple offences.

6) Licence History checks

Key Question: "is there a potential for employees within your organisation to be currently unlicensed?"

Given the possibility of employees being potentially unlicensed due to demerit point loss for traffic offences, a key strategy to improve work related driving safety is a process to thoroughly check licence history. Many organisations currently rely on sighting licences either once a year or at the time of commencing employment and have a process that indicates that the driver or employee is responsible for informing the organisation if they lose their licence. A process such as this is fraught with danger, as rarely will an employee notify their employer that they have lost their licence due to fear of retribution. Organisations should consider better methods of determining if an employee is currently licensed. This process may include an employee being required to provide a record of driving history, obtained through the relevant transport authorities, prior to approval being given to drive a vehicle.

7) Dedicated driving safety (safe road use) personnel

Key Question: "Who within your organisation is responsible for vehicle related safety?"

Given the over representation of vehicle related incidents within a work related context; it is surprising that very few organisations have appointed designated road user safety (vehicle safety) specialists. In contrast, other organisational areas associated with work related processes often have numerous occupational health and safety personnel dedicated to improving and ensuring safety. Within many organisational settings there is a constant struggle over 'who is responsible' for road user safety (vehicle safety) issues, often between fleet and occupational safety departments. In these cases the issue of work related safety can be likened to a tennis match between fleet and occupational safety departments with the tennis ball (fleet safety) being constantly hit over the net to the other side. In order to improve work related road safety, organisations should consider forming safety teams incorporating personnel from both fleet and occupational safety

departments to address vehicle safety issues. In addition, in a large fleet context organisations should explore the possibility of appointing a dedicated fleet use safety manager tasked with championing work related road safety improvements.

8) Communication and Education of Road Safety

Key Question: “Within your organisation what mechanisms are used to actively promote vehicle safety?”

Communication and education is a considerable aspect of Workplace Health and Safety legislation and employers have an obligation to ensure safety communication processes are in place. All staff are required to be informed on all organisational safety requirements, policy and procedures, and any changes in relation to safety. For staff to conform to organisational safety (including work related road safety) requirements, the relevant information must be communicated. Communication strategies may encompass how, what and why work related road safety information is to be disseminated to staff. Records of communication will depend on factors such as the scale and the sensitivity of the activity.

Within many organisations work related road safety is not communicated as thoroughly as other workplace hazards and risks.

One glance around an organisation's safety notice board will determine if there are any posters or communication notices relating to driving safety for work. Within organisations, notice boards, emails, newsletters, tool box talks and staff meetings highlight a variety of safety issues, although many organisations rarely promote vehicle safety processes in the same manner.

9) Vehicle Inductions

Key Question: “Are vehicle induction procedures a component of your vehicle safety program?”

Vehicle induction is an important process often neglected within an organisational setting. Many operational vehicle fleets are comprised of a variety of vehicle makes, models and types. A thorough induction process should be undertaken with all new

vehicles upon delivery. Case studies have indicated that induction processes are not often undertaken within organisational settings and the introduction of various new hybrid vehicles, for example, has led to anecdotal evidence that inductions are not being provided. There have been instances whereby employees have been unable to even start some particular vehicles due to unfamiliarity of the unique vehicle engine starting process associated with some hybrid vehicles.

10) Vehicle use as a component of position descriptions

Key Question: “Is work related driving included within employee job descriptions?”

Within organisations driving a vehicle for work may be a component of many employees' work and job roles, yet case studies indicate that driving a vehicle for work is not contained within the employee job description. In many cases this may be despite a major proportion of the employee's work hours being consumed by driving for work. Incorporating safe driving within an employee job description enables safe driving to be able to be utilised as a key performance indicator.

11) Benchmarking

Key Question: “Have you defined the benchmark criteria to ensure comparisons and subsequently results are meaningful?”

Benchmarking is a process of comparing strengths and weaknesses of organisations with the aim of learning how best to make improvements on the strategic predetermined weaknesses and reinforcing strengths (Mooren et al, 2012). It is one of the most effective ways of achieving improvements in work related road safety.

Organisations are often concerned with conducting or participating in benchmarking activities as a method of determining vehicle safety performance, particularly in comparison to other similar vehicle fleet or organisations. Overall, participating in benchmarking activities can provide a number of positive outcomes for industry, not only in monitoring performance but also involving the sharing of information and initiatives. However, common pitfalls within the work related road safety arena

in regard to benchmarking include determining not only what to benchmark, but also the criteria associated with recording data for benchmarking purposes. For example, many organisations engage in benchmarking activities, often on an annual basis of measurement of fleet vehicle crashes. Unfortunately in participating in some benchmark activities, organisations (prior to benchmarking) have not agreed or defined the criteria for a crash. For instance many organisations rely on utilising insurance claims as a benchmark; however participating organisations may have differing levels of insurance excesses which can result in an incident not being reported as an insurance claim. Case study research has found that in undertaking benchmark comparisons, one organisation performing particularly well in benchmarks against similar industry fleets had a higher insurance excess (due to previous poor performance) in comparison to other organisations. Consequently, any damage incurred to vehicles under the insurance excess was never reported as a crash but rather as simply end of lease wear and tear (Wishart, Rowland & Davey, 2011). Therefore if organisations are to participate in benchmarking fleet safety performance an initial step is to discuss and agree on reporting and recording criteria prior to actual benchmarking.

The main benefits of benchmarking are learning about effective practices and how they can be implemented (Mooren et al, 2012). For both light and heavy fleets some of the key topics are:

- Policies and accreditation;
- Driver selectivity and tenure;
- Training and safety information;
- Driver participation in OHS;
- Driver management and discipline;
- Journey risk assessment and work scheduling;
- Incentives for safety performance;
- Vehicle selection and maintenance;
- Incident analysis and record keeping; and
- Safety climate

Choosing the right benchmarking partners is also important.

CONSIDERATION BEYOND THE WORKPLACE – “OUTSIDE THE FENCE”

Alliances and collaborative working groups

The purpose of developing road safety alliances and working groups is to facilitate and coordinate positive road safety initiatives and outcomes. The concept of road safety alliances is to create an opportunity for geographically related stakeholders, government road safety agencies and the community to leverage the strengths of all stakeholders involved, to give effect to a ‘shared responsibility’ for planning and owning the solutions to their region’s road safety issues. Alliances or collaborative working groups assist organisations to gain knowledge of road safety beyond their immediate operational area concerns. Alliances benefit from the combination of all stakeholders’ strengths, expertise and knowledge - bringing together the benefits of research, statistics, education and local knowledge, therefore collaborative solutions developed and implemented where all stakeholders benefit.

CASE STUDY 2: WEST AUSTRALIAN, OFFICE OF ROAD SAFETY, ROAD SAFETY ALLIANCES

The Industry Road Safety alliances were developed and initiated by the Partnership program to focus the efforts of main industry bodies, local and public agencies to work collaboratively to improve road safety in their region. The alliances has the potential to be able to make strong, positive inroads at a high level such as advocacy for change in Roads and Roadsides, Speeds, Road Use and Vehicle Safety Features. Towards Zero specifically outlines the initiatives that industries and the corporate world could undertake to contribute to each cornerstone.

There are currently three Industry Road Safety Alliances in the state – South West, Pilbara and Mid-West.

For further information of the individual Alliances - <http://www.ors.wa.gov.au/Road-Safety-Topics/Road-Users/Workplaces-Partners.aspx>

Corporate social responsibility

Corporate social responsibility (CSR) has many different definitions and there are many points of view as to what constitutes CSR and what does not. For the sake of this guide CSR is defined as the term generally applied to company efforts that go beyond what may be required by regulators, for the benefit of employees, customers, and the community at large. Since road safety or road related trauma affect more than just an organisation (i.e., impacting upon the greater community), substantial opportunities exist for motivated and willing organisations to engage in the promotion of road safety to lift community awareness.

There is likely to be benefit for an organisation in carrying out a targeted CSR initiative to improve communities' awareness of road safety issues if it is based on robust information and messaging. It is recommended that an organisation stick to one or two initiatives and commit to doing those well, rather than attempt to cover a larger number of issues with the associated risk of performing poorly.

It is suggested that when developing a CSR strategy, that an organisation selects opportunities that have a correlation to the organisations operations. The major benefit of such an alignment is that the community can readily identify the link between the initiative and the organisation.

CASE STUDY 3: VOLKSWAGEN

Organisation: Volkswagen Group Australia

Partners: Volkswagen, Kidsafe Child Accident Prevention Foundation, The Wiggles,

No. of Staff: 200 in Australia

Volkswagen delivers road safety message to children and parents

A partnership with popular children's entertainers The Wiggles and the Kidsafe Child Accident Prevention Foundation has seen Volkswagen deliver the road safety message direct to children and their parents. While growing awareness about road safety in both groups, the partnership reflects the company's focus on offering families the safest drive possible.

Outcomes:

Educating parents about road safety is effective in educating children, and vice versa. Partnering with organisations respected by the target audience (and which are knowledgeable about what is likely to be effective in improving road safety outcomes), helps get an effective road safety message through. People will engage with road safety messages using technology, such as apps and dedicated web pages, when they are interesting, accessible and are considered useful.

The full case study is available through the NRSP website – www.nrspp.org.au

CHAPTER 1: COMMONLY IDENTIFIED WORK RELATED ROAD SAFETY ISSUES

CASE STUDY 4: CONNECTEAST

Organisation: ConnectEast

No. of Staff: 280

No. of Users: 230,000 trips each workday

A partnership approach between road operator ConnectEast and the football community has resulted in increased knowledge and awareness about road safety among thousands of local young people, who often see themselves as 'bullet proof' and can be difficult to engage with road safety messages. The EastLink Road Safety Program continues to deliver a road safety program that educates young football players on, and raises awareness of, road safety. While football leagues and their clubs exist to organise football games, they are not immune from social issues that face local communities, such as road trauma. However, football club environments are an ideal setting to reach the large groups of the demographic most at risk on the roads, males aged 18-25.

Outcomes:

Working with football and other sporting clubs is effective in reaching the 18-25 age group, who regard themselves as invincible but are over-represented in road trauma.

Tailoring content to the age group and an environment that does not reflect a school situation increases engagement of a young audience.

A collaborative approach extends the reach of the road safety message through pooling resources of partner groups.

Peer discussion and interactive activities can encourage young road users to make more considered and hopefully safer driving decisions and build awareness of road safety.

Celebrity ambassadors, particularly sports stars, are key influences on young people's behaviour.

The full case study is available through the NRSPP website – www.nrspp.org.au



CHAPTER 2: ROAD SAFETY AND THE SAFE SYSTEM APPROACH

BUILDING BLOCKS TO IMPROVING WORK RELATED ROAD SAFETY

Build an understanding of road safety and the Safe System approach to road safety throughout the organisation.

Key Messages for Directors / Senior Executives

- A safe system approach is a new way of considering and responding to serious casualty crash risks on a network.
- It is the basis for the UN Decade of Action Plan for Road Safety.
- It is an ethical position, it is built upon a longer term goal which provides a framework for intermediate steps and it provides a set of design and operating principles to guide action.
- It can never be acceptable that people are seriously injured or killed on the network.
- Over 40% of fatal crashes and more than 60% of serious injury crashes involve human error which does not involve illegal behaviours.
- The long term safe system goal is the elimination of death and serious injuries on the network.
- The prime responsibility of a road safety agencies and organisations that use the road network is to support road users to reach the end of their trips safely. Human life and health are paramount and road users have the right to survive on the road network.
- It is based on well established safety principles – of known human tolerance to crash forces, speed thresholds for managing crash impact energies to survivable levels and the capacities of vehicles and forgiving infrastructure to reduce crash impact energy transfers to humans.
- System wide intervention strategies are required to avoid fatal and serious injury crash outcomes.
- Although legislation outlines minimum road rule requirements, organisations have the opportunity to move beyond legal requirements to substantially improve their road safety outcomes.

RE-ASSESSING OUR THINKING ABOUT CURRENT LEVELS OF SAFETY ON THE ROADS

A new approach – the Safe System approach to road safety

The Safe System approach to road safety is a fundamental shift in the way road safety is viewed and managed. Safe system represents a comprehensive approach to road safety that acknowledges the inherently unsafe and systemic nature of the road environment and the interrelationship between, users, vehicles, speed and roads and roadsides.

The four main elements of a Safe System approach are:

- Safe roads – that are predictable and forgiving of mistakes. They are self-explaining in that their design encourages safe travel speeds;
- Safe speeds – travel speeds (as influenced by the appropriateness of speed limits) should reflect the inherent safety of the road and roadside and traffic activity interrelationship. People understand and comply with the speed limits and drive to the conditions. Speed management is at the centre of developing a safe road system which can be influenced and controlled within a workplace environment;
- Safe vehicles – that prevent crashes and protects road users, including occupants, pedestrians and cyclists, in the event of a crash (5 star safety rated vehicles are recommended); and
- Safe road use – road users that are alert and unimpaired. They comply with road rules, take steps to improve safety, and demand and expect safety improvements from others.

The Safe System approach aims to create a forgiving road system based on these four principles:

- People make mistakes.
 - We need to recognise that people make mistakes and some crashes are inevitable.

CHAPTER 2: ROAD SAFETY AND THE SAFE SYSTEM APPROACH

- People are vulnerable.
 - Our bodies have a limited ability to withstand crash forces without being seriously injured or killed. Travel speed is the greatest determinant of crash outcome severity.
- We need to share the responsibility.
 - System designers and people who use the roads must all share responsibility for creating a road system where crash forces do not result in death or serious injury.
- We need to strengthen all parts of the system.
 - We need to improve the safety of all parts of the system – roads and roadsides, speeds, vehicles, and road use so that if one part fails, other parts will still protect the people involved.

(New Zealand Transport Agency, 2012)

Key support activities for the above four major safe system elements are: Admission to the system (licensing and registration); Education and information (for public information activity); Legislation and enforcement; and Understanding crashes. These support activities are also depicted within the New Zealand Strategy Safe System diagram.

The important role of high quality post crash care, including crash victim retrieval and transport to hospital care, needs to be recognised as an important element of the safe system. It is the fifth pillar of the UN Decade of Action plan.

THE SAFE SYSTEM MODEL

There are multiple versions of safe system modelling, although essentially they are all similar and based on the four core elements and the safe system principles. The following present two versions, a South Australian version and the New Zealand version.

Figure 2: Safe System Model



(South Australian Road Safety Strategy, Towards Zero Together, 2011)

Figure 3: Safe System Model



(New Zealand Safer Journeys Strategy, 2011)

CHAPTER 2: ROAD SAFETY AND THE SAFE SYSTEM APPROACH

Safe System is an ethical approach to preserving life and avoiding serious injury outcomes. It seeks to re-frame the ways in which safety is viewed and managed and to focus all road system contributors (or “system designers”) safety efforts on reducing (and in the long term, eliminating) those serious

crash outcomes rather than preventing all crashes or avoiding lesser injury outcomes. Note that for completeness, post crash care should be added to the two diagrams above to fully present the key safe system elements.

Safe System and speeds of travel

Comparisons of the Safe System approach with accepted workplace safety approaches are useful. For example, the effectiveness of the working process cannot be traded off in workplaces for increased health risks.

This contrasts with the traditional approach to mobility across road networks – it has been regarded as a function of the road transport system for which safety is traded off.

However, Safe System turns this concept around and resets mobility (over time) as being a function of safety. No more mobility should be generated than that which is inherently safe for the system. The new approach (to be delivered over time) is that the system will get you from point A to point B safely and at as high as speed as is safe. This implies substantial infrastructure safety works and speed limit reviews by road authorities over time.

For more information about the Safe System approach to Road Safety:

For Australia and New Zealand, refer to the following:

- National Road Safety Strategy (Australia)
 - <http://www.atcouncil.gov.au/documents/atcnrss.aspx>
- Safer Journeys Strategy and Action plan (New Zealand)
 - <http://www.saferjourneys.govt.nz>

Internationally:

Information is available from many sources but some highly relevant material includes:

- UN Decade of Action for Road Safety Plan
 - http://www.who.int/roadsafety/decade_of_action/plan/en/
- Towards Zero: Achieving Ambitious Road Safety Targets through a Safe system approach, OECD 2008,
 - <http://www.internationaltransportforum.org/Pub/pdf/08TowardsZeroE.pdf>

BUILDING BLOCKS TO IMPROVING WORK RELATED ROAD SAFETY

Build an understanding of road safety and the Safe System approach to road safety throughout the organisation.

Key Messages for Directors / Senior Executives

- Think bold – think solutions - engage expertise - develop significant outcomes. There is great opportunity to harness the collective experience of senior management to generate solutions to ongoing road safety related organisational concerns. There is building evidence that when senior management come together with the support of independent expertise significant road safety outcomes can be achieved.
- A Safe System approach requires an organisation to consider the four key elements of road safety (roads and roadsides, vehicles, speed and the user) and their interrelationship as one holistic risk - not as separated individual risks.
- Simple and logical road safety business decision making can make a significant difference to the safety and legal compliance of work related road safety activities as well as contributing to a safer community.

This chapter provides suggestions that will assist in creating new ways of thinking about road safety within the work related context. Here we consider the opportunities to think beyond traditional boundaries and carefully consider what opportunities exist to achieve road safety benefits through a focus on each of the safe system elements: safer road users, safer vehicles, safer speeds and safer roads and roadsides.

Key Question - Does your organisation consider its work related road safety risk as an interrelationship of the key elements (vehicles, users, roads and roadsides, speed) or as individual risks?

Traditionally, risk management associated with work activities assesses risk on a risk by risk or individual basis. This commonly involves identifying the hazards and assessing the severity and probability of the hazard and the resources needed to control it. A Safe System approach to road safety risk management requires a fundamental shift from traditional approaches. A Safe System approach requires one to consider the four key elements of road safety and their interrelationship as one holistic risk and not just as individual risks.

A Safe System approach to road safety is greater than the sum of its parts, and the solutions to amend a problem in one element of the system may lie in another. Understanding that road safety is an interactive and interrelated environment is critical to understanding the Safe System approach.

It should also be noted that the Safe System approach doesn't take the road user (pedestrian, cyclist or driver) out of the picture or diminish their responsibilities. However, instead of laying the majority of blame on the road user, it recognises the need for all system elements to share responsibility for what happens when a road related incident occurs. It challenges all organisations that use the roads to develop and evolve their ability to manage road safety in new ways, in accordance with the strategic environment in which they operate.

Safe system thinking offers remarkable benefits if it is fully understood, embraced and applied.

CHAPTER 3: MANAGING AND APPLYING THE SAFE SYSTEM APPROACH TO WORK RELATED ROAD SAFETY

Figure 4: Safe System Approach To Road Safety Is A Fundamental Shift For Work Related Road Safety Thinking.

From	To
Aiming to reduce crashes	Aiming to reduce deaths and serious injuries
Asking: why did that person crash?	Asking: why was that person so seriously injured in that crash?
Blaming the driver for the cause and severity of a crash	Recognising road or vehicle design plays a part in some crashes, and that good design minimises their severity
Reacting to crashes or incidents	Proactively identifying highest risks and working across the whole system to reduce them

(New Zealand Transport Agency, 2012)

Further to the table above, some recent Swedish research has examined fatal and serious crash outcomes for car occupants, (Stigson, Kullgren & Krafft, 2011), Injury outcomes, irrespective of severity, were mostly related to an interaction between the three components: the road, the vehicle, and the road user. However, the significance of the components differs depending on crash severity. The vehicle's safety standard is the most important component to reduce serious injury outcomes and injuries leading to permanent medical impairment. In fatal crashes improvements to the road would yield the highest potential for further reductions of car occupant injuries.

This provides some critical insights to the significance of the role of different safe system elements in serious casualty crashes.

In a Safe System approach, road safety problems are typically treated by considering the interaction of several components of the transport system, rather than by implementing individual countermeasures in relative isolation. This means that the full range of solutions, (infrastructure, traffic and speed management, vehicle standards and equipment and road user behaviour) need to be addressed. (iRAP)

SAFE ROAD USE

(Pedestrians, Cyclists, Vehicle Occupants, Motorcyclists)

Key Question: - Does your organisation identify specific needs and requirements of road users including high risk road users

Road users that are alert and unimpaired and comply with road rules, take steps to improve safety and demand and expect safety improvements.

The road user has to be one of the most discussed and debated elements of road safety, particularly when it comes to work related road safety within organisations. Typical discussions debate the need for more driver training, interactive and controlling technology, and administration control.

The principle underpinning safe system asserts that human beings make errors and the system needs to be forgiving of errors that occur. This is not to allow or tolerate illegal or reckless behaviours, but it recognises realistically that human road user behaviour cannot be perfected. Acceptance that human beings make errors and that the road network should allow for such, should not be used to avoid the need for education, training and up skilling of employees or the need for robust policies and procedures. Many organisations who provide training, coaching and have many procedures instilled into road user processes and activities, particularly to seek reduction in the extent of error, have achieved good road safety outcomes and risk reduction within the organisation.

The following areas are suggested starting points for an organisation wishing to address road user concerns. This should also be viewed for alignment with the Essential Messages section at the front of the guide, and the other chapters within this guide as well as the appropriate checklist for a capacity review process.

It is surprising how the simple elements of work related road safety and legal compliance can slip through unnoticed over a period of time. It is often assumed, for example, that employees always adhere to corporate policy and / or only drive or use the road network with the correct licences.

Identify and deal with the high risk users first

Dealing with the high risk users has to be a priority in all work related safety issues. If we know that the user, (and this could be a pedestrian, cyclist or vehicle user), is a high risk we need to take action, not just because of that risk but the legal and moral responsibility to act.

It is recommended that a staged process be implemented to define and deal with high risk users. As the organisation mitigates the highest risk users it will be reducing the acceptable risk level or 'triggers'. The organisation can continuously reduce the level of acceptable risk and consequently reduce overall risk (and achieving behaviour improvement).

CASE STUDY 5 DEALING WITH HIGH RISK ROAD USERS (ANONYMOUS)

A large logistics based company has set a standard that it will not remove personnel from the workforce for high risk behaviour. Instead it is making a conscious effort to work with the person concerned to educate, train and change the behaviour. This is a highly commendable approach. The company has stated that if they just fired the person then they will get a job down the road working for someone else and will continue their high risk behaviour on the road network. Therefore they are working with the person, changing the behaviour and ensuring that the road network becomes safer for everyone, no matter who employs them.

Use of technology and road user behaviour

Some organisations use technology such as driver assist devices (such as seat belt reminders, in-vehicle monitoring systems (IVMS), in-vehicle camera system (IVCS), satellite tracking and geo-fencing, black boxes, interlocks (seatbelt and / or alcohol)) to achieve user compliance, awareness and user risk management. It has been identified that the use of similar technologies can deliver safety benefits when used well and when the organisation has the resources. Although 'passive' or 'active' road users monitoring technology may be beneficial when set up well and when the data generated from the technology is used well, including feedback loops to the users, it should not be relied on as the 'silver bullet' for work related road safety improvement.

If it is decided that the implementation of technology for user behaviour compliance is not appropriate for your organisation, then it is suggested that the organisation ensures that it has well developed processes and effective cross organisational communication. The organisation needs to ensure risks are identified and robust processes put in place to ensure that the fundamentals are covered. Valid licences, appropriate licence for the class of vehicle, use of seatbelts, any driving impairment levels and speed compliance are to be monitored and high risk users identified and dealt with accordingly.

CASE STUDY: 6 TOLL NQX

Organisation: Toll NQX

Fleet Size: 400+ company-owned heavy vehicles across Australia

No. of Networks: 450+ company drivers, 1,500+ drivers (including contractors)

When leading road transport provider Toll NQX, part of Toll Group, installed in-vehicle camera systems in its long haul fleet in mid-2011, it was not expecting to shake the conventional wisdom that speed and fatigue are the greatest safety risks for truck drivers. Today, it has compelling evidence that driver distraction also poses a significant incident risk. This insight is changing the way Toll NQX operates its fleet, manages risk, and engages with drivers and contractors.

Outcomes:

In-vehicle camera systems are a powerful risk management and safety improvement tool.

The cameras have resulted in better dialogue with and compliance by company and contract drivers with safe driving practices.

On-going collaboration with heavy vehicle manufacturers and parts suppliers to develop safer cabin environments.

Trucks are involved in fewer incidents, and the system has driven opportunities to contribute to the wider community and safety.

Positive implications for driver and community welfare, fleet maintenance, reputation and costs.

The full case study is available through the NRSP website – www.nrspp.org.au

CASE STUDY 7

Organisation: Big Chill Distribution

Fleet Size: 130 Line-haul and Metro Refrigerated trucks

Big Chill Distribution specialise in express delivery of chilled or frozen carton or pallet consignments throughout New Zealand. We regard safety and the environment highly in our operations, and as such have embarked on a Vehicle and Driver Performance Program. Part of this program involves the measurement and management of our driver's behaviour and we have achieved this with the help of Telematics and the IBRIGHT Checkmate. Technology always has its 'teething problems' but these can be managed and successfully fixed given time to do so. Furthermore strong internal communication channels are crucial to ensure your drivers are up to date on everything that is happening as well as having the opportunity to be able to provide feedback.

Outcomes:

Early results show improvements in idling percentage and a significantly large reduction in speed alerts.

Drivers have felt more aware whilst driving and less stressed, just by keeping to the speed limit.

A Vehicle and Driver Performance Program coupled with accurate and reliable technology can certainly provide a successful tool to achieving a safer fleet, keeping both our drivers and the public safer on the roads.

Pedestrians, cyclists and motorcyclists

Often work related road safety has a strong focus on “drivers” referring to the users of vehicles and heavy vehicles. If your organisation is a metropolitan based company with good public transport links many of your employees may not drive for work. Pedestrian, cycles and motorcyclists are often referred to as vulnerable road users, and rightly so, as they do not enjoy much protection against a car, bus or heavy vehicle in any crash.

A Safe System approach does not just consider ‘drivers’ or other vehicle occupants but also includes consideration of vulnerable road users. It is recommended that organisations do the same. An injury (or worse) sustained by an employee from walking out in front of a bus while distracted or running late for a meeting is a potentially tragic outcome for both the employer, employee and the employee’s family. Although it is easier to say than to do, it is always better to be slightly late than not arriving at all due to running between traffic or as a cyclist or motorcyclist, splitting traffic lanes.

It is therefore recommended that organisations promote the use of appropriate pedestrian crossings, the use of helmets by motorcyclists and cyclists and use of appropriate cycle paths by cyclists.

Training and education

Training and education – to support improved safety of road use by employees and other related parties - should not only seek to foster compliance with the law but to go beyond the minimum legislative requirements and achieve safer behavioural outcomes. However, as outlined in Chapter 1, there is “continued debate regarding the effectiveness of driver training (Christie, 2001), and a reliance on driver training as a single initiative...is likely to provide extremely limited results in regard to improving organisational driving safety. This is primarily due to the complexities associated with various influences on work related driving” (Stuckey, Montagne, & Sims, 2007)

So, good practice coaching and information provision should be seen as a part of a broader program to achieve improved road safety outcomes.

Use training, education and development programs to promote a culture of safety improvement. Incorporating fleet driver training programs (based on good practice approaches) as part of your ‘safe system’ approach can be effective in reducing the number and severity of incidents. To ensure effective training and education, organisations should:

- *conduct a training needs analysis and develop a training program and plan based on known good practice and upon crash and ‘near miss’ data. Ensure suitable training facilities and resources are available;*
- *conduct formal evaluation of training programs;*
- *provide employees with up-to-date road safety information, and the current status of the training program; and*
- *encourage employees to examine gaps in their own skills and knowledge and to seek suitable training to address those deficiencies.*

(Office of Road Safety, WA)

Good practice training and education targeted at safer use of vehicles or equipment is an important element of supporting the road user. Targeted training, coaching and education reinforces an organisation’s culture and the environmental setting in which the organisation operates. Deciding on how and what materials to use for education and selecting training material or methods can seem a daunting task.

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The primary recommendation is that everyone can benefit from good practice road safety related awareness education, regardless of the size of the organisation. It is suggested that the training and education needs to be relevant to the organisations activities and it is critical that there is the opportunity for employees to provide feedback to management on the benefits or value of the training received. This is especially the case for programs dealing specifically with high risk users and their specific training requirements.

In-house education and awareness materials can be delivered through the use of workshops, toolbox chats, debriefs, intranets, notice boards, newsletters.

Identified higher risk users should have a specific education and training process developed to deal with the identified behaviours. The outcomes from the training and education should be fed back to managers and drivers through discussion.

Further materials, guides, policies and educational resources in Australia and New Zealand:

- Western Australian Office of Road Safety - Online Partnership Toolbox
 - <http://www.ors-wa.com.au/Partnership/Register-for-Toolbox.asp>
- National Road Safety Partnership Program
 - <http://www.nrspp.org.au/>
- Fleet Safety Program
 - <http://www.fleetsafety.govt.nz/>

SAFE VEHICLES

A safe vehicle reduces the risk of injury severity and protects occupants in the event of a crash through both passive and active safety features within the vehicle. In addition, new technology is serving to increasingly provide warnings of potential crash risk and, at low speeds, to enable crashes to be avoided.

Key Question – Does our organisation have a 5-star vehicle safety rating policy and are we creating a safe work environment through the vehicles that the organisation is purchasing?

There has been significant recent advancement in vehicle safety technology across all vehicle classes including light commercials, van and delivery vehicles as well as the traditional light passenger vehicles. It is becoming increasingly unacceptable for organisations not to consider implementing 5-star safety rated vehicles as the primary and priority selection criteria for their fleet. For the best available standard of occupant protection and road user protection, 5-star safety rated vehicles should be considered as the minimum standard for all light vehicles used by any organisation, associated contractors and sub-contractors. In addition, organisations should actively promote the benefits associated with 5-star ANCAP ratings to their employees to influence safer private decisions about vehicle selection. Research indicates that vehicles with a higher safety rating hold a greater residual value and attract a premium price when sold.

OH&S legislation clearly stipulates the responsibility of employers to ensure a safe working environment for employees. A safe work environment includes vehicles used for work related purposes. **Occupants have twice the chance of being killed or seriously injured in a crash in an Australasian New Car Assessment Program (ANCAP) 1-star rated vehicle compared to an ANCAP 5-star rated vehicle.**

It is strongly suggested that all organisations using or procuring new or used vehicles, select only 5-star safety rated vehicles. It is suggested that this is inclusive of all light vehicles, including novated lease, grey fleet, hired or leased vehicles.

Vehicle safety and Fit for purpose

Traditionally “*fit for purpose*” has been the primary selection criteria for the vehicle fleets procured by organisations. The safety rating of the vehicles selected for use has, historically, not been a consideration due to a few factors. These include the non-availability of safety information, the traditionally poor safety standard of commercial vans and light commercial vehicles such as utilities and troop carriers and the belief that new vehicles are safe as they are new. It is now well accepted that there are substantial differences in the way a vehicle performs in a crash situation and the safety protection that

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the vehicle provides to both the occupants and the people in other vehicles or outside the vehicle.

The major concern with the fit for purpose selection process has been the strong weighting given to certain purchasing criteria such as the ability to fit more tools into the vehicles or on the tray and robust and rugged vehicles and after sales fitting of accessories for regional or remote driving. Safe system thinking would suggest that if an organisation needs to use remote and less safe road networks with higher crash risks, then it is even more important that the safest available vehicles be selected, as the roads and roadsides provide little, if any, protection for the user. Similar to the ability to fit more tools in or on the tray, kinetic energy considerations, discussed previously in the Safe Speed section, would suggest that the vehicle will need greater ability to stop without the vehicle losing control - given its greater loaded mass.

The community benefit of purchasing safer vehicles

It is well accepted that organisation vehicle fleets have a shelf life within an organisation commonly set at 2 to 4 years and / or a particular distance travelled. These vehicles are then usually on-sold to the community. It is also known that the average age of both Australian and New Zealand light vehicle fleets is about 10-14 years with some vehicles being used on the road network for 20 plus years. There is an ongoing benefit to the broader community, when organisations purchase only 5 star safety rated vehicles. The community over a period of time is also then transferring into safer vehicles. Australian research shows that if everyone bought the safest car in its class, including older cars, overall road safety across Australia would improve overnight by 25%. Organisations have a major influence on accelerating these benefits.



CASE STUDY 8: VICROADS: ELECTRONIC BRAKING SYSTEMS (EBS) WITH STABILITY CONTROL

Organisation: VicRoads

Rollovers before: 40 a year (average 2006-2009)

Rollovers after: Nil (where technology fitted)

VicRoads has introduced Electronic Braking Systems (EBS) with stability control as part of access permits for heavy vehicles operating in many Victorian forests, and that has delivered outstanding safety results. Introducing Electronic Braking Systems with stability control in Victorian logging areas has eliminated rollovers. While opposed by an industry over-represented in rollover statistics, the success of the safety system has turned opponents into advocates and driven widespread adoption of the technology.

Outcomes:

The introduction of Electronic Braking Systems with stability control has virtually eliminated truck and trailer rollovers in the Victorian logging industry.

Since the safety system was introduced as a condition of access permits for forestry heavy vehicles, no vehicle fitted with the system has rolled.

Demonstrating the value of new safety systems dramatically reduces resistance, and can result in industry advocates who become proponents for change.

Whether imposed or voluntary, consulting industry as part of the introduction of new technology helps drive acceptance and ensures relevant regulations are introduced.

Involving technical experts who can talk to operators 'in their own language' helps engage industry with change.

The full case study is available through the NRSPP website – www.nrspp.org.au

Where to find further information for safe vehicles

The following list may not be a complete list of all information available but should help provide some guidance

New Zealand

- New Zealand Transport Agency:
 - www.rightcar.govt.nz
- New Zealand Automobile Association:
 - www.aa.co.nz/safety

Australia

- Transport Accident Commission & Used Car Safety Rating (UCSR)
 - www.howsafeisyourcar.com.au
- Australasian New Car Assessment Program (ANCAP)
 - www.ancap.com.au

Other New Car Assessment Programs

- Latin NCAP, KNCAP, Euro NCAP, IIHS, JNCAP, U.S. NCAP

Heavy vehicles

Heavy vehicles receive a lot of attention when involved in road related crashes almost regardless of the crash circumstances. The physical mass and geometry of heavy vehicles substantially increases the risk of serious or fatal injuries whenever these vehicles are involved in crashes. Within the heavy vehicle market there are numerous new safety advances taking place and there is considerable research being undertaken.

As for light passenger vehicles, larger organisations that purchase greater volumes of vehicles and generally have a higher turnover, provide a good opportunity to continuously enhance the levels of safety and safety features within the overall heavy fleet on the road network. Some of the new safety features now available include the following:

- Emerging technologies including anti-lock braking system (ABS), electronic brake stabilisation (EBS) and other brake technologies which can significantly improve brake performance;

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- The European ECE 29 cab strength requirements, providing added protection in the event of head-on and rollover crashes, with which many new trucks in Australia and New Zealand now comply; and
- Truck under-run protection. This feature saves lives and some trucks are now factory-fitted with front, side and rear under-run protection.

Where to find further information for Heavy vehicles

The following list is not a complete list of all information available but should help provide some guidance.

- Victorian Transport Association
 - <http://www.vta.com.au/Safety/tabid/1046/language/en-US/Default.aspx>
- Australian Trucking Association
 - <http://www.truck.net.au/resource-tags/vehicle-design>
- National Transport Commission
 - <http://www.ntc.gov.au/viewpage.aspx?Areald=35&DocumentId=2002>
- Transport Certification Australia
 - <http://www.tca.gov.au/>

SAFE SPEED

There are two common definitions of speeding. They are:

- excess speed, defined as exceeding the legal speed limit; and
- inappropriate speed, defined as driving at a speed unsuitable for the road and or traffic conditions.

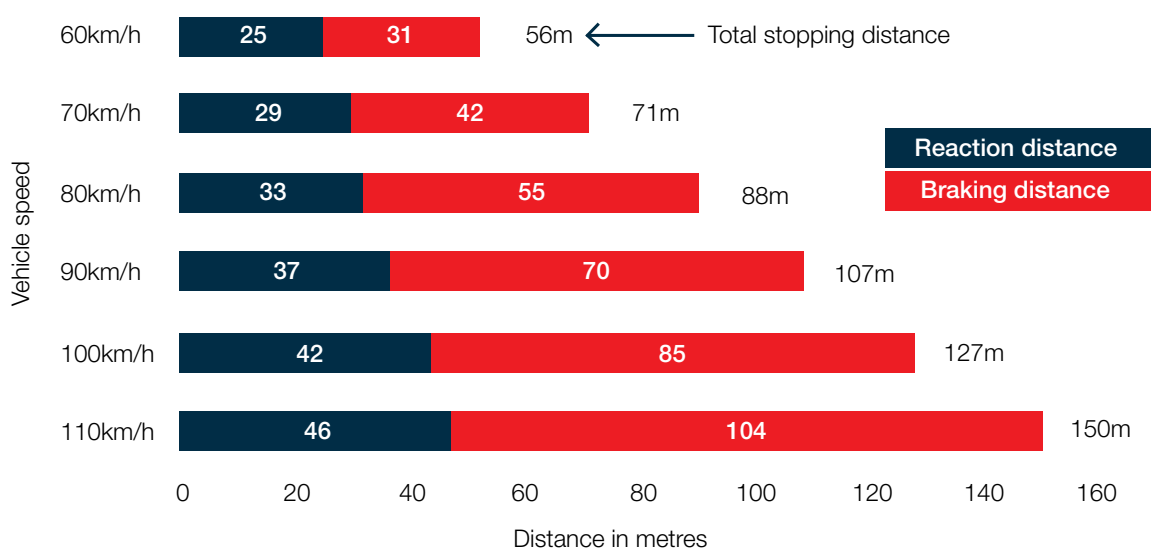
Many people fail to understand the effects of speed and there has been a common view that speeding is acceptable as long as it's not too far over the speed limit.

Key Question – What is our organisation doing to ensure that road users are complying with the speed limits and driving appropriately for the road conditions?

Speed contributes to the severity of the impact when a collision occurs. For car occupants in a crash with an impact speed of 80 km/h, fatal crash outcomes are 20 times more likely than at an impact speed of 30 km/h, (World Health Organization 2004).

The focus in this section is not so much to do with the speed limits that are set and posted (legal speed limits can be problematic and also need addressing with councils and government in conjunction with road designs). Rather, it is focused on the effects of

Figure 5: Stopping Distances And Various Speeds



(Department of Transport and Main Roads, Queensland)

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the increase in speed upon levels of kinetic energy. The basic concept of kinetic energy is that the bigger and heavier the vehicle, and the faster the vehicle is going, the greater the distance the vehicle will take to stop or the greater the transfer of energy that is required at the point of impact (all other things being equal). This is commonly referred to as “the faster you go the bigger the mess”. Most people accept this simple concept but often unnoticed is the loaded up utility tray or van with all the tools or deliveries for the day, (an increased mass) and the difference that this makes when needing to stop.

Speed in relation to injury severity

Research states that an increase in average speed of just 1 km/h typically results in a 3% higher risk of a crash involving injury, with a 4–5% increase

for crashes that result in fatalities, (World Health Organization 2004). The chances of surviving a crash decrease rapidly above certain impact speeds, depending on the nature of the collision.

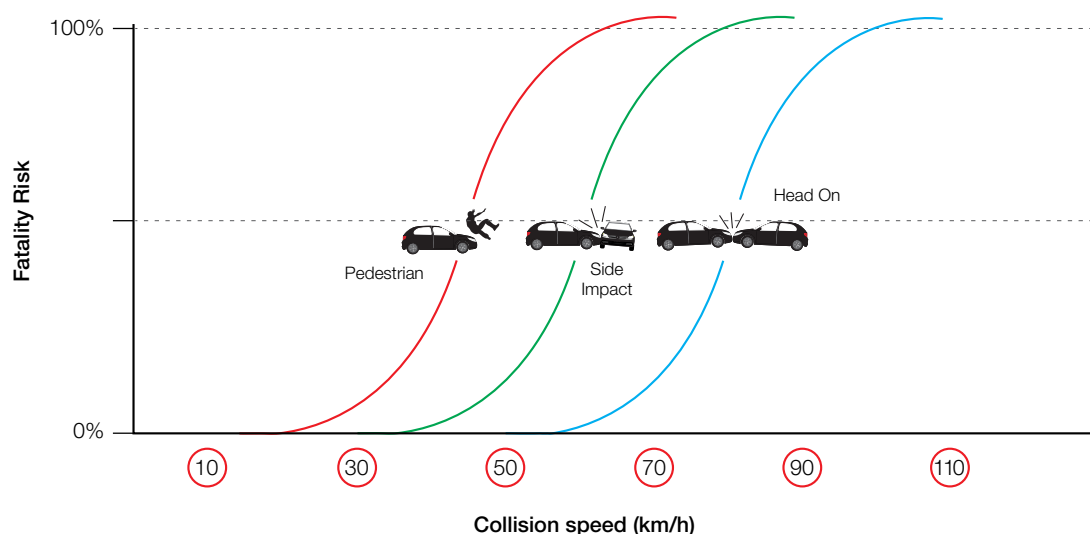
- car/pedestrian: 30 km/h
- car/motorcyclist 30 km/h
- car/tree or pole: 40 km/h
- car/car (side-impact): 50 km/h
- car/car (head-on): 70 km/h

The following figure shows the fatality risk associated with various speeds and crash scenarios.

Of course, speed is not just about the increase in risk to the driver of a vehicle or their passengers but to the occupants of other vehicles, pedestrians and cyclists.

Figure 6: Safe System – Crash Types And Fatality Risk At Speed

Note: The travel speed at which risk of fatality (on the vertical axis) exceeds 10% is considered to be the threshold speed for avoiding deaths in these crash types.



(Wramborg, 2005)

CASE STUDY 9: NEW ZEALAND TRANSPORT ASSOCIATION

New Zealand Transport Association - A 10 below campaign (HCV's to travel no faster than 10 km below the posted speed limit) has been running on the Kaikoura Coast State Highway on the East Coast of the South Island of New Zealand. There has been a substantial reduction in serious and fatal injuries as a result.

The full report is available through the New Zealand Transport Agency website – www.nzta.govt.nz

Safe speed considerations

Excessive and inappropriate speed is the sum of the interrelationship between road users, the inherent safety of the roads and roadsides used and the legal speed limits. If an organisation has well educated and aware road users their drivers are more likely to respect speed limits and have the ability to determine the appropriate speeds for the conditions.

If an organisation understands the design and safety limitations as well as identifying high crash risk areas of the roads that are used, they will be better placed to incorporate this understanding into the organisation's risk management processes and their road related education and awareness training for employees.

Risk management of speed related issues may include journey management planning, speed limitation procedures (below legal limits), speed alert systems, use of in vehicle technology, and awareness education and training within the organisation - and potentially the full supply chain in which the organisation participates.

There are multiple tools and technologies that can assist an organisation with the issues of safer travel speeds. The management of speed within some organisations is interlinked with other vehicle or management technology such as In-vehicle monitoring (IVMS) or job scheduling software. It is recommended that organisations address the following key points:

- Ensure that driver speed (and other) infringement information is collected;
- Provide training and education on the effects of speed; and
- Take care to ensure that work requirements do not press drivers to speed or fail to take rest breaks.

It is suggested that all organisations provide awareness of the increased crash risks due to small increases in speed, i.e., even small changes in speed can have a substantial effect on the road safety risks or road crash exposure of the organisation. Organisations must be aware of the risks of not identifying and dealing with unsafe travel speed as a major road safety issue as well as the

interrelationship between speed and the other three component of a Safe System approach to road safety.

SAFE ROAD AND ROADSIDES

Safe roads and roadsides – that are predictable and forgiving of mistakes. The long term goal is that they are self-explaining in that their design encourages safe travel speeds and awareness of the environment. All organisations can have input if we can look beyond our direct internal-only operation.

Sober, drug-free, responsible drivers obeying the speed limit and wearing seatbelts frequently crash on our roads. A safe road system is designed and operated to account for human error. Safe roads minimise the chances of a crash happening and, if they do occur, they minimise the severity of the crash. Simple, cost effective countermeasures to improve safety have the potential to prevent deaths and injuries for decades after they are implemented. (AusRAP)

Key Question – Does your organisation consider the safety of the roads and roadsides that it travels on?

Considering the safety of roads and roadsides is often discarded as something that is beyond private organisational capacity. If you have not historically considered roads and roadsides as something you can influence, please spend some time reviewing and reflecting on this section.

For smaller companies reviewing materials such as the AusRap and the KiwiRAP road risk maps for State or National Highways could be well worthwhile. The comparative safety rating of different roads can be viewed and this may allow the selection of different roads for use when planning travel or providing education and raising awareness of employees about the risk levels for the roads which are being used.

Larger companies with higher transport demands could consider their impact but also the impact on the safety of the network including other vehicles

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and pedestrians, cyclists and motorcyclists. When conducting risk assessments organisations often assess only their road use risks. However, this road use contributes to a collective risk when other road users on the road are considered. Organisations, when moving into new premises or a new area will conduct a risk assessment, including access to and from the road network. What is often missed is what the collective risk is when we include the other road users that are using the same road networks at the same time. For major expansion projects a road network can often sustain the increase in traffic that the single organisation is expecting, however there is usually no allowances made for all the other or surrounding projects and the likely increased traffic demand especially at times of shift change overs or other travel demand during certain times of the day or year.

If the organisation creates a demand for heavy vehicle deliveries and dispatch, consider controlling the timing of this transport demand to minimise the impact of mixing heavy vehicles and light vehicles or high pedestrian use. Some other considerations include heavy vehicle access points to and from the main road networks.

In general, there is a lot of opportunity to understand and mitigate work related road safety risk once the broader role of the organisation's interaction with the road network is understood.

Both Australia and New Zealand have excellent road and roadside safety information available. KiwiRAP and AusRAP are sister programs to the International Road Assessment Programme, otherwise known as iRAP.

CASE STUDY 10: BHP BILLITON MITSUBISHI ALLIANCE AND IRAP

BMA is Australia's largest metallurgical coal miner and exporter. The company operates seven mines in central Queensland along with the Hay Point Coal Terminal near Mackay. The International Road Assessment Programme (iRAP) is a registered charity and works in partnership with government and non-government organisations to inspect high-risk roads. iRAP then develops star ratings and Safer Roads Investment Plans identifying the best cost to road risk reduction benefit.

Contrary to conventional thinking, the biggest risk for mining employees in regional areas is often the journey to and from work. The BHP Billiton Mitsubishi Alliance Hay Point Coal Terminal Expansion Stage 3 Project (BMA HPX3) has invested \$17M in road improvements and company bus services to reduce the risk facing employees commuting to and from Hay Point in central Queensland

Outcomes:

Star safety ratings for roads can be an effective tool in informing infrastructure improvements and helping to target investment on measures with the most benefit and value.

An integrated Safe Systems approach to road safety creates multiple opportunities to improve safety and for employees to engage with safety messages.

The engineering of roads and roadsides can influence the number and severity of crashes.

Providing company buses for employees to travel to work, particularly mine sites, substantially increases the safety of all road users and reduces the number of vehicles on the road.

Investing in the safety of roads and roadsides can translate into cost savings for the community through reducing the frequency and severity of crashes.

When the daily commute poses a significant safety risk to staff, workplace safety begins from the moment employees leave for work until they arrive home again.

The full case study is available through the NRSPP website – www.nrspp.org.au

CASE STUDY 11

Organisation: Fonterra

In early 2010, Fonterra's Kauri site had a significant safety issue. The site's entrance is directly onto a 100Km/h speed zone.

Compounding the problem, the entrance is also at the end of a passing lane and hence vehicles regularly exceed 100km/h at the entrance to pass slower traffic before the third lane ends. One death, two serious and one minor injury have occurred. From 2008 to 2010 there have been 9 near misses were recorded. With over 750 vehicles entering or exiting the site on any given day, this remained a risk for Fonterra's drivers and the public road users. In order to minimise the risk, Fonterra worked with NZTA in order to find a solution.

Outcomes:

A three phase approach was confirmed -

Phase one was to implement electronic warning signs, and improve lighting for night time road use around the site entrance.

Phase two reconfigured the entrance, widening the lanes on the road. This would allow drivers to safely exit the site and merge into traffic at speed.

Phase three would incur significant cost – construct an underpass and roundabout to be constructed outside the site entrance. This would significantly reduce the safety risk for drivers, and would essentially cut the risk rating of the current entrance.

By using the three tiered approach, Fonterra was able to increase the safety of drivers outside their Kauri site in the short term, with goals for increasing it further in the long term. Working with NZTA, Fonterra took a known safety risk and developed an acceptable solution that will ensure their Fleet Safety in years to come.

Road Assessment Programmes internationally consist of three 'protocols':

- Risk Mapping – uses historical traffic and crash data to produce colour-coded maps illustrating the relative level of crash risk on sections of the road network;
- Performance Tracking – involves a comparison of crash rates over time to establish whether fewer – or more – people are being killed or seriously injured; and to determine if countermeasures have been effective; and
- Star Rating – road inspections look at the engineering features of a road (such as lane and shoulder width or presence of safety barriers). Between 1 and 5 Stars are awarded to road links, depending on the level of safety 'built-in' to the road (the higher the star rating, the better the road). (KiwiRAP)

Local crash maps and data – Local / State Gov. road safety reports

Most local governments produce localised and often detailed publications of the overall road safety issues within the jurisdiction. These publications can help organisations to understand the issues that are causing crashes at local intersections and roads. The localised publications are useful resources and may assist an organisation in gaining a more detailed understanding of the intersections, incident causes and roads that are of concern and some publications also provide risk mitigation advice. The publications may provide a catalyst for ideas / opportunities that could lead organisations to engage with the local council and road safety agency to create positive and localised road safety outcomes. The localised publications and KiwiRAP / AusRAP reports for major routes should be used to complement each other.

Logical risk management - schools, parks and high risk areas

By understanding where crashes happen and what roads are safer we can make better road safety based decisions. If an organisation is aware of sections of road network with higher crash rates and that pose a higher risk at a particular time period, then the organisation can:

- Consider the risks of using that section of road;
- Assess the critical factors contributing to the issue;
- Assess whether the organisations road use is contributing to the risk; and
- Examine options to reduce the organisation's presence on the road at the higher risk time periods.

Opportunities to reduce risk are often missed through a lack of understanding or thought about the bigger picture contributing factors, such as the start and end times of the school day in regional or remote areas where roadside (footpath) infrastructure is inadequate to properly protect the pedestrian from the passing vehicles. Understanding where, when and why we need to travel, as well as what else is going on in the broader road environment could lead to a reduction in crash risks.

Where to find further information for safe roads and roadsides

- AusRAP
 - <http://www.ausrap.org>
- KiwiRAP
 - <http://www.kiwirap.org.nz>



BUILDING BLOCKS TO IMPROVING WORK RELATED ROAD SAFETY

Assess the capacity of the organisation to manage work related road safety

Key messages to Directors / Senior Executives:

- A capacity review of the work related road safety management system within an organisation is (usually) a one off process to establish management system weaknesses and the opportunities for improving those management functions and systems – providing the platform for future improved road safety performance.
- Subsequent strengthening of capacity occurs through 'learning by doing', as an action plan is developed out of a review and then implemented and reviewed over time.
- The review activity is a tool for enabling all work related road safety issues to be considered and necessary priority actions to be developed (including results to be sought, interventions – activities or actions – to be taken, strengthening of work related road safety management including systems) and progressive implementation.
- Senior management need to be open, transparent and share in the ownership of and responsibility for work related road safety if a review and implementation process is to be successful.
- The strengthening of work related road safety management capacity provides the means for the development of interventions (activities) and their delivery to achieve desired results.
- The work related road safety management functions which are critical for effective performance, in summary, are:
 - ✓ an overall focus on results
 - ✓ senior management leadership
 - ✓ coordination activity
 - ✓ work related road safety controls (systems and procedures)
 - ✓ funding and resource allocation
 - ✓ promotion and knowledge transfer
 - ✓ monitoring and assessment

What is a road safety management capacity review?

Often organisations are unsure where to go and how to identify and mitigate risk. This can be evident in the sporadic take up of the latest gadget in the name of 'safety'. Generally most people have opinions about what is good or bad when it comes to road safety activities within their workplace or beyond. They can be well informed or ill-informed.

A work related road safety management capacity review is a tool to identify opportunities to improve the capacity of the management systems in an organisation in order to deliver improved road safety performance.

Strengthening the management system for road safety will enable:

- An informed adoption of desired results;
- Development of the preferred interventions (activities) to be implemented by an organisation; and
- Substantial achievement of the outcomes those activities were intended to deliver.

In all parts of the world there is now substantial evidence that without the presence of strong management system capacity which is focused on delivering road safety improvement, within an organisation, all the good ideas possible will (in general) not be implemented or achieved. They will remain as "fond hopes" rather than becoming "delivered outcomes".

It is remarkable that this basic requirement is so often overlooked by organisations, and this is probably a reflection of the inherent challenge involved in tackling this underpinning enabling issue.

A road safety management capacity review will consider the road safety risks faced by an organisation, assess available evidence and provide a proposed plan of action for implementation, perhaps including some smaller demonstration scale projects to guide an organisation in making decisions, and thereby building its road safety management capacities.

In the absence of such an approach, well intentioned action to seek improved performance could become very expensive and highly disappointing.

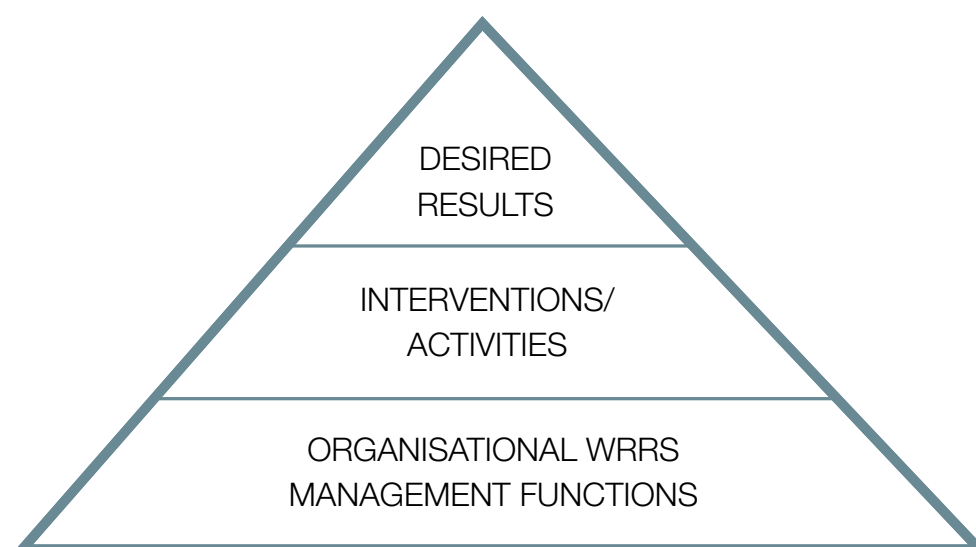
The review is a good starting point for all organisations in addressing road related road safety within an organisation. Often the dialogue established within the organisation as a result of an organisational capacity review, will in itself, build understanding of the organisations road safety risks and provide support for the management system development necessary to deliver actions which will bring about required changes.

What would the review consider?

A work related road safety management capacity review is a tool to identify opportunities to improve the management of work related road safety risks within an organisation. Steps to improve capacity can be identified and recommendations developed to implement this capacity improvement.

It would identify the current work related road safety situation for the organisation. It will consider what results, interventions and activities (actions) as well as management functions should be addressed to deliver better work related road safety results (outcomes). The review would centre on three key areas of interest, as shown in the diagram below.

Figure 7: The Work Related Road Safety Management System



(Based on OECD/ ITF Towards Zero, 2008)

Organisational work related road safety *management functions* provide the means for the development of interventions and activities (usually summarised as an action plan, Annex D and E provide indicative templates for use) and their delivery to achieve *desired results*^{**}. Without effective road safety management functionality, the development and implementation will be far less successful and improved performance (desired results) would be unlikely. The effective implementation of the interventions/ activities/ actions will deliver improved results but it depends on sufficient capacity being developed within the organisations road safety management functions – an exercise which will take a varying amount of time as organisations learn from their activities and experience and/ or that of others.

Key matters which should be assessed to establish work related road safety management capacity are set out (a) as a listing to guide small organisations in Annex A and (b) as progressively more detailed checklists in Annex B for medium size organisations and Annex C for medium to large organisations. However, all organisations are encouraged to consider the guidance provided in Annex C and determine if this is the appropriate path for them to follow.

The proposed approach in this guide has drawn upon guidance provided by the World Bank Global Road Safety Facility approach as set out in the Capacity Guidelines Guide². The content has been suitably modified in order to apply the approach to organisations rather than to whole of country road safety management capacity assessment. The provided content is also aligned with the ISO 39001 Road Traffic Safety Management Standard. The adjustments are solely the responsibility of the authors of this guide.

^{**}The overall focus on results is a critical area for a capacity review. It is an overarching issue for organisational management functions, the achievement of interventions and of results. It's effective presence will provide direction and energy for strengthening the other management functions, and in turn the interventions and the achievement of results.

Conducting the review - steps to take

Undertaking a review is likely to be less complex or detailed in small organisations compared with larger ones as shown in Annex A in comparison to Annexes B and C. Nonetheless, it is wise to commit resources to undertake this review.

An effective work related road safety management capacity review will require organisational commitment to establishing results-focused road safety activity.

It would start with understanding the context in which the organisation operates, including the organisation's transport demand generation and modes of transport used; by quantifying current work related road safety performance as much as is possible; and by identifying relevant risks and opportunities. It serves to identify the necessary organisational responsibilities and accountabilities required, it provides a platform to reach an agreed position on organisational capacity weaknesses and it indicates how best to address them.

An organisational work related road safety capacity review can be conducted through five distinctive steps:

Summary of steps to be taken:

1. Set the review objectives.
2. Prepare for the review.
3. Conduct the interviews and discussions.
4. Develop an action plan for building management capacity and for intervention activities reflecting Safe System supportive approaches (Annex D and E provide possible template for use).
5. Confirm review findings at high-level.

These steps are set out in more detail in Annex F.

² GRSF, WB Country Guidelines for the conduct of capacity reviews, Bliss and Breen 2009

Benefits of a capacity review

The level of road safety management capacity of an organisation, is acknowledged as being the key factor in its road safety risk mitigation and outcomes.

Ultimately, safety performance is the measure of the effectiveness of an organisations road safety management.

Organisations that undertake a road capacity review will commonly find that there is a lack of a proportionate informed focus on road safety problems and results across their organisation and an urgent need to bring work related road safety risks and potential outcomes under control

An organisation's capacity review is designed to identify the most critical activities in improving work related road safety outcomes, this includes:

- Understanding current underlying work related road safety risks;
- Determining what actions are required; and
- Building their capacity to manage delivery of these and future improvements to workplace related road safety (Management and Operational).

Where to after the review?

Learning by doing - Implementing the action plan

Sustained long-term management focus supported by a necessary action plan of activities is the key to improving an organisation's road safety results. It is suggested that any road safety related initiatives that are developed should be undertaken with the intent to implement as an integrated part of "the way things are done around here" and not an add-on to an organisations management and operational activities

This 'learning by doing' approach requires a staged process to implementing activities (the action plan) that address the identified concerns as revealed in the Review. Building a core capacity to bring targeted safety outcomes under control is the first step, followed by a scaling up of actions to achieve improved work related road safety results; therefore further building capacity. It is important that the selected activities do strengthen management capacities over time. The implementation of the

action plan should proceed at a pace that the organisation can absorb, continue to build capacity and enable the progressive transfer of road safety knowledge into and across the organisation.

Implementation of the agreed action plan, suitably developed, to build this management capacity, becomes the key activity.

In summary the post review steps could include:

1. Determining the scale of activities to be pursued in first year and first three years.
2. Specifying project components.
3. Establishing likely funding levels required and matching scope of actions to likely available funding.
4. Confirming project management arrangements.
5. Specifying project monitoring and assessment procedures.
6. Preparing detailed activity design.
7. Highlighting activity implementation priorities.

Monitoring and assessment activity will be very important in providing for organisational learning about WRRS effectiveness.

Annex D and E, provide two versions of road safety action plan templates that organisations can adopt and use. These templates have been supplied by the New Zealand Fleet Safety Program and the Australian National Road Safety Partnership Program. They are indicative examples.

Where to find further information for road safety capacity reviews

World Bank

- Global Road Safety Facility Road Safety Management Capacity Review Guidelines
 - <http://go.worldbank.org/MNATB97WQ0>

International Organization for Standardization

- ISO 39001 Road Traffic Safety Management
 - http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=44958

BUILDING BLOCKS TO IMPROVING WORK RELATED ROAD SAFETY

Assess the ability of the organisation to manage work related road safety

Key Messages for Directors/ Senior Executives

- A work related road safety system audit can identify gaps within organisational work related road safety related processes.
- Establish which work related road safety aspects of your operation are included within an audit.
- Consider both self-audit and external audits to ensure a comprehensive approach to continuous improvement of road safety processes.
- As for implementing findings of an initial management capacity review, organisations conducting subsequent on going work related road safety system audits, will need to internally resource adopted strategies for proposed improved processes.

In seeking continuous improvement in road safety, organisations need to identify and address any emerging risks or deficiencies within the organisation. A clear distinction needs to be made between a work related road safety management capacity review and monitoring, evaluation and auditing activities.

- A work related road safety management capacity review is a review of an organisational road safety context, risks, opportunities and management capacity undertaken at a point in time, commonly delivered as the first step by an organisation endeavouring to increase its focus on road safety within the workplace.
- Monitoring is the on-going assessment of work related road safety activity and identifying risks or opportunities as they develop.
- Evaluation is the measurement of effectiveness of specific introduced actions and is usually associated with implementation activities.

- Auditing is the assessment of compliance with adopted standards, processes, policies and procedures for work related road safety, identifying any emerging issues and gaps and making adjustments. There are two distinct methods of conducting an audit; self-audit and external audit. Ideally an organisation would undertake both a self-audit and an external audit and conduct comparisons between results obtained from both methods.
 - Self-audits involve the organisation undertaking an audit of its work related road safety systems and procedures - often utilising tools developed or obtained by external organisations.
 - External audit involves an independent third party coming into the organisation and undertaking a comprehensive audit.

Determine what is to be audited and what are we auditing against

Key Question: “What is the scope of the vehicle fleet being included in an audit?”

Organisations undertaking any form of audit of procedures and activities may need to consider their overall work related road safety goals and, if relevant, the outcomes of a management capacity review. The scope of an audit of work related road safety procedures and processes could then be determined along with the criteria that the procedures/ processes will be audited against.

For example, organisations should consider the scope (and definition) of what constitutes their vehicle fleet. Many vehicle fleets include a variety of vehicles and in some instances incorporate plant and equipment. Consequently, organisations may wish to consider whether the term ‘fleet’ and its use and subsequent auditing only applies to processes for risk management of the use of road registered vehicles.

Organisations may consider separating auditing activity for risk management of the use of light versus heavy vehicle fleets due to the different legislative requirements associated with these two distinctive areas. Many organisational fleets may comprise ‘grey fleet’ or novated lease arrangements and

organisations may need to consider their inclusion or exclusion within a particular vehicle fleet auditing activity. Ideally, all vehicle use related processes and procedures should be audited, although organisations may need to consider separate auditing activities for each particular sector of their fleet use.

SELF-AUDITS AND EXTERNAL AUDITS

Key Question: “Has the organisation undertaken a work related road safety audit?”

Self-audit

Organisations can utilise a variety of available tools developed specifically to conduct a self-audit of the work related road safety processes (refer AFMA; Mitchell, Friswell & Mooren, 2012). These self-assessment audit tools focus on areas of work related road safety management such as those outlined in the management capacity review (see Annex A, B and C organisational checklists) which an organisation may have carried out. The audit should be of the overall work related road safety policy, the procedures adopted and the agreed action plan including management system strengthening

Advantages of a self-audit

Self-audits offer a number of advantages to organisations in assessing their level of performance associated with improving work related road safety. In particular, self-audits utilising tools mentioned above are an easy and cost efficient process. Self-audits are also able to be conducted by personnel from within the organisation, who are often familiar with organisational processes and procedures. Consequently, the utilisation of employees may provide results unable to be obtained by external providers.

In addition self-audits enable constant review of strategic and operational criteria without resulting in more major disruptions in work tasks that can often be associated with external audits. Consequently, self-audits can more readily be conducted more regularly.

Limitations of a self-audit

Despite its advantages, there are a number of limitations associated with self-audits, particularly for the validity of the information obtained. As identified in Mitchell et al., 2012, self-audits are subject to potential bias due to the self-reporting of data involved. This could provide an opportunity for organisations to inflate their results indicating a higher level of performance and achievement than actually exists.

A further disadvantage of self-audit is that the process assumes a level of knowledge and expertise of people conducting the self-audit that may not exist. Certainly within various case studies conducted by CARRS-Q fleet researchers this has often been the case. Although a process/ procedure may exist to improve vehicle operational use safety, the process itself could contain substantial limitations that were unable to be identified by personnel conducting the audits due to their lack of road safety knowledge, skills and abilities (Wishart & Rowland, 2013).

A further limitation of self-audits relates to the level of detail able to be obtained about systems and processes. For example, self-audit tools often provide an indication that a policy exists and that the application of the policy is monitored. Self-audits rarely investigate and review the detail within relevant policies to ensure that those policies contain information relating to all aspects associated with safe use of vehicles. For instance, although organisations may have policies and procedures relating to safe vehicle use and such policies/ procedures are audited, these policies/ procedures often fail to require comprehensive information about activities associated with safe vehicle use such as fatigue, mobile phone use, crash reporting, and reversing procedures to be collected. (Wishart, Rowland, Freeman & Davey, 2011; Wishart & Rowland, 2013).

External audit

External audits involve engaging external consultants experienced in work related road safety and auditing processes to conduct an audit of an organisation's vehicle safety related systems, processes and procedures. One such process the “Organisational Work Related Road Safety Situational Analysis”

incorporates a triangulation approach - obtaining data from a variety of sources within the organisation and incorporating activities such as:

- Conducting structured interviews with employees and contractors;
- Reviewing organisational records, documentation and initiatives; and
- Analysing crash data (refer Wishart, et al, 2011).

The aim of this process is to identify gaps between legislative requirements, safety procedures and current practice.

Advantages of an external audit

There are a number of advantages with undertaking external audits. Firstly, utilising external consultants to conduct such a process provides an objective assessment of an organisation's current work related road safety situation. Primarily, this is due to external consultants being independent of the organisation and as such being less likely to be influenced by an organisation's internal politics and agendas.

A further advantage of the external audit approach is that personnel engaged for undertaking such a task are often qualified and experienced in road safety and particularly work related road safety. Consequently, further expert advice may be able to be easily obtained to address any deficiencies identified within the audit process.

Finally, an external audit may overcome some of the difficulties associated with self-reporting in regard to some of the work related road safety processes and associated compliance or non-compliance.

Limitations of an external audit

The main limitations associated with an external audit relate to lead time requirements, potential disruption to day to day organisational processes, and cost.

Inherent within external audit procedures is the need for external audit personnel to engage with staff across various organisational levels. Involvement in this process can have resource implications for the organisation while the audit is being undertaken.

External audits have cost implications, as engaging external consultants to undertake such a process can be more expensive than conducting a self-audit.

However, as noted in the above section external audits tend to (usually) be extremely comprehensive and provide quite a level of detail regarding issues identified.

Audit regularity

Key Question: "When was the last audit of the organisations work related road safety procedures?"

Organisations in embarking upon an auditing process should also consider the regularity of conduct of audits to enable comparison of results and support monitoring of continuous changes/ improvement in levels of compliance. For example, if an organisation conducts a work related road safety audit process every 12 months, then levels of compliance in subsequent years can be contrasted to previous years. In addition, conducting periodical audits within a specified time frame enables an organisation to monitor the progress of addressing any issues or deficiencies in the systems and processes that were identified in previous audits.

Concluding comments on auditing

Self-audit and external audit processes each have a number of distinct advantages as well as various limitations. Organisations in progressing toward continuous improvement of safety within their vehicle fleet should consider utilising both types of audit processes. This will provide an opportunity to contrast the results of each process. The utilisation of both self and external audit processes will also provide an opportunity for organisations to better understand compliance deficiencies within their work related vehicle safety operations and obtain comprehensive insight into their vehicle safety operations. This will enable organisations to adopt a thorough approach to addressing the issues identified and progress toward continuous improvement in work related road safety systems, processes, procedures and levels of associated compliance.

It should be noted that organisations, in utilising either or both audit methods, still need to take responsibility and address the deficiencies identified by the audits.

MONITORING AND EVALUATION OF WORK RELATED ROAD SAFETY

Within an organisation, any work related safety improvement process requires constant monitoring and refinement.

To improve their ongoing work related road safety, organisations need to not only consider auditing systems and processes as outlined above, but also to adequately resource future monitoring of initiatives. This will enable the organisation to determine the success or otherwise of intervention strategies and to embark upon a learning process aiming toward continuous improvement of their work related road safety.

However, a key consideration in future monitoring of safe road use performance and initiatives relates to what initiatives and activities and outcomes are to be monitored.

While ultimately the primary aim of improvements to safe road use performance is to reduce road related risk, organisations may consider a range of other indicators of performance to be assessed in any monitoring process.

Organisations may monitor survey results, crash data, observations and interviews over time and more to determine any trends.

Organisations should also take care to be aware of changes in methods of data collection which may impact on future comparisons of data. For instance, if crash data recording mechanisms and processes are improved then these improvements in data collection may impact on the data available for crash results. For example, if an organisation has not recorded crashes thoroughly in the past but instigates substantial improvements to recording and reporting processes then crash results may actually demonstrate more crashes have occurred - not as a result of deteriorated road safety performance, but rather as a consequence of improved data collection mechanisms. Therefore, in monitoring of information collected about crashes it would be useful to specifically record any specific improvements made to those to crash data collection processes.

A further consideration in any monitoring process relates to the scheduling of the monitoring process.

Organisations may need to consider implementing scheduled timeframes for the conduct of regular monitoring and evaluation to ensure monitoring processes are undertaken and do not simply disappear.

One of the outcomes of a management capacity review would usually be identification of intermediate outcomes, final outcomes and outputs which are to be monitored (ie, measured and reported on)

Where to find further information on Monitoring, Evaluation and Auditing

University of New South Wales

- Transport and Road Safety (TARS) Research, Fleet Safety Audit Tool (Pg. 73 – 95)
 - http://www.tars.unsw.edu.au/downloads/Fleet_safety_final_for_web_with_cover.pdf

A fleet safety audit tool that assesses the management of fleet safety against five core categories of practice. These categories are: (1) management, systems and processes; (2) monitoring and assessment; (3) employee recruitment, training and education; (4) vehicle technology, selection and maintenance; and (5) vehicle journeys.

CHAPTER 6: CONCLUSION

It is with considerable gratitude that we acknowledge all those who have engaged in and contributed to the development of this guide. It is hoped that any organisation picking up the guide will find useful information which can help direct an organisations work related road safety efforts. It is also intended that the principles and concepts discussed within this guide will be applicable to all organisations, with the opportunity for both large and small entities to engage in making our road networks a safer environment for all.

Simple and logical road safety related business decisions can make a significant difference to the safety and legal compliance of relevant work related activities as well as supporting improved community safety.

Start out simple and build the maturity and complexity of road safety within the organisation as the capacity and knowledge grows. It is suggested that all organisations start the journey of reducing their road related risk through the use of a work related road safety management capacity review, however simple or complex this process may need to be for your circumstances

Following agreement on capacity review outcomes and subject to identified early strengthening opportunities and measures to be taken, it is suggested that all organisations utilise and apply the identified essential building blocks in this guide for improving work related road safety and ensure that the commonly identified work place road safety issues are addressed and monitored.

Identifying and addressing easier organisational gains that will support a stronger focus on road safety within the organisation requires awareness and at least basic knowledge as a starting point on a longer journey. Key initial steps may include road safety education and awareness building among staff and key policy and procedural change where there is a willingness and motivation to accept the change.

Ensure that the longer term initiatives are embedded in planning and continuous improvement processes; this may include 5-star safety ratings of vehicles, management knowledge and understanding of road safety issues and identification of benefits for the organisation.

It is suggested that both long term and short term initiatives that can be acted on immediately have a focus on safe system and the interaction of the four key elements (safe vehicles, safe users, safe speed and safe roads and roadsides).

It is also suggested that if an organisation is to mature and build its to achieve long term sustainable road safety outcomes then it is critical that the risks associated with the organisation's road use (including pedestrian, cycling or driving activities) be monitored and analysed, ensuring the organisation is proactive in road safety related risk mitigation.

We all have a responsibility to achieving a safer road network for all users and it is hoped that through the use of this guide it is possible to assist organisations with the delivery of road safety outcomes. The success of the delivery of road safety outcomes will be based on organisations willingness and motivation to create the change required.

Unfortunately, there is no simple solution to "solving" the problem and implementing change. Future improvement in capacity and effectiveness will require resources and knowledge development to implement any action plan and achieve management capacity strengthening over time.

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The Checklists enable an understanding to be obtained of the desired results the organisation is seeking. They do this by appraising the focus on results (1) across the organisation, (2) of the interventions, and (3) of the management functions. They also appraise (4) the leadership contribution to the management functions.

This approach will deliver an overall picture of what results the organization aims to achieve, then looks at the interventions used to achieve this, and finally looks into how this process is managed.

Identifying gaps between aspiration and the management functions needed to support this achievement is one of a number of outcomes from this review process.

ANNEX A: SMALL ORGANISATION: MATTERS TO CONSIDER IN REVIEWING CAPACITY

Small Organisation

Matters to be considered for a review of work related road safety within a very small organisation

Note – the following is not an audit tool but rather a very brief and basic summary of work related road safety matters which could be considered within quite a small organisation

Considerations:

- Gain a general understand of road safety, safe system and what it all means.
 - Understanding that driving and road use has risks associated with it; manage related road safety risks, including risks associated with vehicle use.
- Select the safest vehicles possible, new or used – 5-star ANCAP rated or highly safety rated heavy vehicles.
- Ensure that drivers schedules are not pushed to meet unrealistic time demands. This can (and does) promote speeding, risk taking or driving when over tired.
- Incident and infringement information is collected so that any high risk users / behaviour can be recognised and are challenged (counselling and sanctions if necessary) in a timely manner.
 - This may include, road rule infringements, fatigue, invalid licences, non-wearing of seat belts, medical issues, impairment by alcohol or drugs.
- Assist, if possible, high risk employees to become compliant road users.
- Drinking and driving following corporate functions or after work drinks is discouraged, or as a minimum ensure drivers are not under the influence when using the road network.
- All vehicles are maintained to manufacturer's schedules and the vehicle(s) is regularly checked – tyre pressures, oils, water, lights etc.
- Driver licence status is checked regularly- not just as a pre-employment tick in the box.
- Check out the safety of the roads that you plan to travel on, and get advice on safe travel speeds. Some roads are safer than others.

ANNEX B: SMALL - MEDIUM ORGANISATION CAPACITY REVIEW CHECK LIST

Small - Medium Organisation

Check list for a review of work related road safety management capacity

Note – the following is **not** an audit tool. It is a checklist of matters to be considered within a work related road safety management capacity review for an organisation as described in this Guide. This check list is a suggested sub set of the comprehensive checklist provided in Annex C and to which all organisations are directed. In many cases for medium scale organisations the complete checklist in Annex C will be a more relevant guide.

The four headlines in the text boxes below relate to the triangle depicting the road safety management system shown in Chapter 4, including **Desired Results** (Box 1), **Interventions / Activities** (Box 2) and **Organisational road safety management functions** (Boxes 3A and 3B).

To each question it is suggested an initial assessment of **yes** or **no** or partial be made as a precursor to further detailed consideration of each issue.

1. The Organisation's focus on road safety related results ?

- Does the organisation have a sound understanding of road safety issues including the Safe System approach?
- Are the costs of crashes involving the organisation known?
- Are data on annual road deaths, injuries and other incidents involving the organisation recorded?
- Are the nature and scale of the organisation's activities associated with road safety related risks locally and within the region of operations, known by senior and middle management and documented?
 - For staff, contractors and suppliers:
 - On work related duties?
 - As commuters?

- Does the organisation have an aspiration for improved work related road safety with policies and procedures supporting improved work related road safety performance?
- Have targets and timeframes been set for improved safety risk reductions and organisational performance? (eg., crash costs, fatalities and injuries, high risk groups, vehicle safety ratings).
- Are regular performance reviews conducted to assess progress and make improvements?
- Are necessary organisational safety procedures and an action plan with a target and timeframe for improvement in place?
 - Has this been publicised across the organisation with delivery support provided?
 - Are the procedures and action plan reviewed at least annually?
- Are there are clear responsibilities and accountability for work related road safety, within the action plan, allocated to specific roles in the organisation?
- Are they held to account for their performance?

2. Are the Organisation's road safety related interventions (risk reduction activities) focused on results?

Planning, design and operation of the network: Safer Roads and Speed Limits

- Have approaches been made to road authorities to seek improved safety conditions on public roads and roadsides which are used by the organisation, including revised speed limits on higher risk sections to meet safe system principles?
- Does the organisation examine options to reduce the organisation's presence on the road at the higher risk time periods?
- Does the organisation use or refer to AusRap or KiwiRap when developing Journey management plans or travel plans?

- Is it organisation policy to adopt reduced speed limits on identified higher risk sections of the network? (ie which are not safe system compliant?)

Use of the Network: Safer users

- Does the organisation have safe road use policies/ robust safe road use procedures in place, requiring full the observance of road laws as well as any additional organisational requirements, clearly stating the unacceptability of impairment and non-compliance?
- Does the organisation ensure staff and contractors are made aware of common road user safety risks, (fatigue, speeding, not wearing restraints or helmets, driving under the influence of alcohol or drugs), and of the relevant laws and organisational policies/ codes of practice?
- Are adequate compliance regimes (within the organisations premises and on the public road network), in place to ensure adherence to laws, specified safety standards and rules to reduce risks faced by all groups in the workplace, including monitoring and management?
- Are the risks associated with speed understood and addressed in an organisational policy?
- Is education and awareness provide to all staff and contractor on the impact that speed has on injury severity and road safety risk?
- Does the organisation define a difference between speeding and driving at a speed unsuitable for the road and or traffic conditions?

Entry and exit of vehicles: Safer Vehicles and their entry to/ exit from the Road Network

- Are risks associated with vehicle selection understood and addressed in an organisational policy?
- Does the organisational vehicle use requirements allow only 5-star safety rated light vehicles to be selected for use by any staff or contractor?
- Do management select and introduce only high safety standard heavy vehicles, with current safety technologies?
- Is there a policy for disposal of vehicles when their safety characteristics become well below currently available good practice?

- Are all vehicles maintained to manufacturer's schedules and are key safety features of vehicle(s) regularly checked – tyre pressures, oils, water, lights etc.?

Entry and exit of users to/ from the system: Controls on Drivers inclusion in the Organisation's system

- Are specific recruitment requirements and screening/ testing regimes in place for potential new drivers to determine fitness to meet organisation standards?
- Are appropriate road safety inductions provided to new personnel and/ or contractors including induction in the use of specific vehicles allocated to an employment or contract?
- Is refresher instruction and in vehicle coaching/ assessment provided for all driver employees and contractors on a regular basis?
 - Or as a minimum, coaching for identified high risk users
- Is routine testing for drug and alcohol impairment with specified sanctions for detected impairment in place?
- Is fatigue monitoring and management in place for heavy vehicle driving and given particular management priority?
- Are monitoring of driving behaviours and reporting on non- compliance (with the law (offences) or with the organisation's safe driving policies) to management, plus application of counselling and sanctions arrangements for non-compliance, - in place? Is regular feedback provided to drivers on performance?
- Is management support provided to ensure that drivers are not pushed to meet unrealistic time demands?
- Is drinking and driving following corporate functions discouraged or mitigated?
- Is driver licence checking carried out as a pre-employment requirement and on an on-going basis?

- Are regular medical (including eyesight) checks required to monitor for signs of any substantial impairment, particularly of older drivers?
- Are all drivers provided with a journey plan and briefing, including identifying high risk roads before departure (for longer journeys)?

3A. Are the Organisation's road safety related management functions focused on results?

Coordination

- Is there an appropriate level of understanding by middle level supervisors of their role in improving work related road safety awareness and performance by road users in the organisation?
- Is there a senior member of staff who is responsible to the Chief Executive for the road safety function including coordination?

Controls, Systems and Procedures

- Are the organisation's road safety policy, procedures and systems regularly reviewed for effectiveness and amended as necessary?
- Are driving behaviours monitored and unsafe behaviours challenged (counselling and sanctions if necessary) in a timely manner?
 - Examples: road rule infringements, organisational procedure breaches – e.g. fatigue management procedures, invalid licences, non-wearing of seat belts, non-compliant road users, medical issues, impairment by alcohol or drugs (for all in the workplace)
- Is benchmarking to compare driver entry/ operation/ exit procedures with peers carried out - through industry associations or direct contact?

Funding and Resource Allocation

- Is the available funding adequate to deliver the action plan, the management of the road safety functions and for work related road safety knowledge development?

Promotion

- Is work related road safety education and awareness training of staff and contractors

provided? – is work stopped for safety days, toolbox season, corporate promotional initiatives?

Monitoring and Assessment

- Are systems in place to collect and manage data on road crashes and incidents occurring on organisational or public roads involving an employee or contractor, including data on fatality and injury outcomes, related road environment/vehicle/road user factors, and organisational speed compliance and safety belt wearing rates?
- Are systems in place to regularly monitor and assess road safety performance against targets set out in the organisations action plan?
- Are necessary adjustments made to planned actions to improve performance?
- Are any surveys taken of organisational road user attitudes to road safety intervention activities?

Knowledge Transfer

- Does organisational leadership foster knowledge development of work related road safety for staff, especially those with line management responsibilities?
- Are proposed actions based on evidence and research findings?

3B. What is the organisational leadership's contribution to road safety management functions?

- Is there evident management commitment to a "top down" positive safety culture and environment to support improved safety awareness and performance?
- Is there a clear organisation wide focus on achieving road safety risk reduction and positive road safety outcomes?
- Is there a good understanding by organisational leadership of road safety including the safe system approach for road safety?
- Is good practice education and training provided for driver induction and refresher training at regular on going intervals?

ANNEX C: MEDIUM TO LARGE ORGANISATION CAPACITY REVIEW CHECKLIST

Medium to Large Organisation

Note – the following is not an audit tool but rather a summary of matters to be considered within a work related road safety management capacity review for an organisation as described in this Guide.

The four headlines in the text boxes below relate to the triangle depicting the road safety management system shown in Chapter 4, including **Desired Results** (Box 1), **Interventions / Activities** (Box 2) and **Organisational road safety management functions** (Boxes 3A and 3B). To each question it is suggested an initial assessment of **yes** or **no** or **partial** be made as a precursor to further detailed consideration of each issue.

CHECKLIST 1. WHAT IS THE ORGANISATION'S OVERALL FOCUS ON ROAD SAFETY RELATED RESULTS?

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Are the costs of crashes involving the organisation known?	<ul style="list-style-type: none"> Is road related knowledge and data shared across the different departments that have a stake in the organisations road safety, such as, HR, OH&S, fleet management, finance and the insurance company or insurance manager? Does the organisation have interdepartmental data and or knowledge sharing of the true organisational costs of road related incidents? 			
Are data on annual road deaths and injuries involving the organisation known?	<ul style="list-style-type: none"> Is road related knowledge and data shared across the different departments that have a stake in the organisations road safety, such as, HR, OH&S, fleet management, finance and the insurance company or insurance manager? Does the organisation have interdepartmental data and or knowledge sharing of deaths, serious injuries or severity of injuries relating to road incidents? 			
<p>Have the work related road safety risks faced by the organisation and its road users (staff, contractors and suppliers) been identified?</p> <p>On work related duties:</p> <ul style="list-style-type: none"> As Drivers? Passengers? Pedestrians? Others? <p>As commuters:</p> <ul style="list-style-type: none"> As Drivers? Passengers? Pedestrians? Others? 	<ul style="list-style-type: none"> Are the nature and scale of the organisation's activities associated with road safety related risks locally and within the region of operations known by senior and middle management and documented? Are the various modes of transport used by employees, contractors and suppliers known and documented? Are the risks faced by various groups of employees (e.g., young or inexperienced workers, workers with a disability, migrant workers or ageing workers.), contractors, suppliers and those engaged in your organisations operations (supply chain) known and documented ? 			

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Does the organisation have a goal for improved road safety performance in the longer-term?	<ul style="list-style-type: none"> Does the organisation have an aspiration for improved work related road safety with policies and procedures supporting improved work related road safety performance? 			
<p>Have targets and timeframes been set for improved safety performance?</p> <ul style="list-style-type: none"> Cost targets? Fatalities, serious injuries and other injuries targets? Intermediate outcomes targets? Intervention output targets? At risk group targets? Safety rating of the organisations vehicle fleet? Safety rating of the main arterial road network used by the organisation including any organisation's roads? <p>Are regular performance reviews conducted to assess progress and make improvements to achieve the desired focus on results?</p>	<p>Are targets and associated timeframes set for road safety outcomes/ results for the organisation, as:</p> <ul style="list-style-type: none"> final results (fatalities and serious injuries)? intermediate outcomes (Incident reductions / rates of reduction)? outputs (actions/ interventions)? at risk group performance improvement targets? Are targets set for the required ANCAP Ratings of light vehicles (and alternative safety ratings for heavy vehicles) in the fleet? Are targets set for the RAP ratings for arterial (national or state highways) roads which are used by the organisations staff? 			
<p>Have all areas of the organisation with a responsibility for improved road safety performance been identified and are they formally held to account for their performance?</p> <ul style="list-style-type: none"> Road development and maintenance (and liaison with public road authorities)? 	<p>Is regular and comprehensive reporting to the proprietor or Board of Directors on the status and timeliness of activities to improve the organisation's road safety performance and other identified measures to improve performance taking place? Are there clear responsibilities for maintaining and improving work related road safety which are documented and allocated to specific positions within the organisation, including responsibilities for reporting to senior management?</p> <ul style="list-style-type: none"> Is there commitment to the management task of monitoring of compliance with the safe driving policy and of traffic offending by staff? 			



Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
<ul style="list-style-type: none"> • Vehicle selection and operation? • Monitoring of employee compliance with road rules? • Site planning and access arrangements? • Working with emergency health authorities to improve response and access to care for injured staff and others? • Provision of information on road safety risks and risk reduction measures including organisational road user policies to employees, contractors, suppliers and employees families? • Others? <p>Do annual performance agreements require effective monitoring by management of these issues?</p>				
Have responsibilities for improved road safety performance been clearly defined?	<ul style="list-style-type: none"> • Is there an adopted action plan (as modified from the review of management capacity) with assigned accountabilities, targets, time frames for delivery and resource allocation? 			

Checklists 2 to 6: are the organisation's road safety related interventions activities focused on results?

CHECKLIST 2. PLANNING, DESIGN AND OPERATION OF THE NETWORK: SAFER ROADS AND SPEED LIMITS

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
<p>Have comprehensive safety standards and rules and associated performance targets been set for the design and operation of company roads and roadsides?</p> <p>Have approaches been made to road authorities to seek improved safety conditions on public roads and roadsides which are used by the organisation, for:</p> <ul style="list-style-type: none"> • Public roads - urban? • Public roads – regional? 	<ul style="list-style-type: none"> • Are investments made in infrastructure safety measures within premises to reduce crash risks? (and perhaps in certain situations - for roads external to the organisations site - in combination with government) • Is there use made of AusRAP or KiwiRap safety ratings for national or state highway arterial network links – for trip / travel planning for roads used by the organisation (i.e., deciding to reduce travel crash risk by selecting higher safety rated alternative routes, if available or adopting lower travel speeds to reduce risk on certain sections)? 			
<p>Are the official speed limits aligned with Safe System design principles for the roads used by the organisation, for</p> <ul style="list-style-type: none"> • Company roads? • Public roads - urban? • Public roads – regional? 	<ul style="list-style-type: none"> • Are speed limits assessed for compliance with safe system principles on organisation's roads or higher speed public arterial roads used by the organisation? • Are available outputs from AusRAP or KiwiRAP safety ratings (for national or state highways) utilised to assist this assessment? • Is it organisation policy to adopt reduced speed limits on identified higher risk sections of the network? (ie which are not safe system compliant?) Are issues arising about more appropriate speed and speed limit options on public roads discussed with road authorities? 			
<p>Are compliance regimes in place for company roads to ensure adherence to specified safety standards and rules including</p> <ul style="list-style-type: none"> • Road safety impact assessment? • Road safety audit? • Road safety inspection? • Black spot management? • Network safety management? 	<ul style="list-style-type: none"> • Does the organisation ensure that good practice is followed by those designing and managing the organisations roads? 			

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Do the specified safety standards and rules and related compliance regimes compare favourably with industry good practice?	<ul style="list-style-type: none"> Is expert advice sought to ensure the organisations roads are designed and operated to good practice standards? 			

CHECKLIST 3: USE OF THE ROAD NETWORK: SAFER ROAD USE

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Have comprehensive safety standards and rules and associated performance targets been set for the use of company and public roads by drivers, passengers and pedestrians to achieve the desired focus on results?	<ul style="list-style-type: none"> Does the organisation have safe road use policies/ robust procedures for safe road use in place, requiring full observance of road laws and the spirit of those laws and specifying the unacceptability of impairment and non-compliance while at work? (Some industries already have codes of practice/ compliance and these could be helpful). Are suppliers expected to have a code of road user behaviour in place which at least matches the Safe System approach of the organisation? Is this a condition of supply contract engagement? 			
Are compliance regimes in place for operation on all roads to ensure adherence to specified safety standards and rules including <ul style="list-style-type: none"> Speed management? Alcohol management? Safety belts management? Helmets management? Fatigue management? 	<ul style="list-style-type: none"> Is workplace testing for drugs and alcohol impairment, especially for vehicle operators in place? Are alcohol interlocks installed in all vehicles which have a zero BAC driver requirement? Does the organisation ensure staff and contractors are made aware of common road user safety risks, (fatigue, speeding, not wearing restraints, driving under the influence of alcohol or drugs), and of the relevant laws and organisational policies/ codes of practice plus expectations that the spirit of road safety laws, the letter of those laws and the organisations safe road use policies, are to be fully complied with, while driving company vehicles? Are adequate compliance regimes (within the organisations premises and on the public road network), in place to ensure adherence to laws, specified safety standards and rules to reduce risks faced by all groups in the workplace, including monitoring and management of: <ul style="list-style-type: none"> ✓ travel speeds? ✓ impairment (alcohol and drugs)? ✓ safety belt use? ✓ helmets use? 			

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
	<ul style="list-style-type: none"> Is fatigue monitoring and management in place for heavy vehicle driving and given particular management priority (with consideration given to operation under Advanced Fatigue Management provisions (Australia)? 			
Do the specified safety standards and rules and related compliance regimes clearly address the safety priorities of high-risk road user groups?	<ul style="list-style-type: none"> Are adequate standards, rules and procedures and compliance regimes (within the organisations premises and on the public road network), in place to address the safety of road use by higher risk staffing groups within the organisation (such as pedestrians, heavy vehicle drivers, younger drivers (all while at work or commuting) and equipment operators (e.g., fork lift drivers) and are compliance regimes adequate to achieve adherence to laws, specified safety standards, and rules by those higher risk groups? Do employees understand the risks faced, the control measures in place and the data trends occurring. Are opportunities provided to ensure timely feedback to management by staff for any improvement in standards and rules or related comment? 			

CHECKLIST 4: ENTRY AND EXIT OF VEHICLES: SAFER VEHICLES AND THEIR ENTRY TO/ EXIT FROM THE ROAD NETWORK

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
<p>Have comprehensive safety standards and rules and associated performance targets been set to govern the entry (and exit) of vehicles and related safety equipment to and from the organisation's fleet?</p> <p>Do these rules reflect a comprehensive understanding of risks to the workforce associated with vehicle selection?</p>	<ul style="list-style-type: none"> Are risks associated with vehicle selection understood and addressed in an organisational policy? Is an organisational policy in place for the safety standard of light passenger vehicles (i.e., to select only 5 star ANCAP safety rated vehicles)? <ul style="list-style-type: none"> - to be introduced into the organisations fleet - operated by contractors and suppliers Is an organisational policy in place for the safety standard of light commercial vehicles (i.e., to select only 5 star ANCAP safety rated vehicles) to be introduced into the organisations fleet or operated by contractor? A similar standard is expected of supplier's fleets. Is an organisational policy for the safety standard of heavy vehicles (i.e. to select only high safety standard heavy vehicles) to be introduced into the organisations fleet, in place? Are safety features such as adaptive speed control, lane change detection, blind spot radar and automatic gearboxes specified? Are EBS and ESP required for all new trailers? 			

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Is advice provided about sources of information about the safety of private vehicles utilised by staff and contractors commuting to and from the workplace, and about requirements for use of helmets if on organisational roads on motor cycles or cycles?	<ul style="list-style-type: none"> • Are induction procedures for new fleet and equipment in place and are they implemented? • Is there a policy for disposal of vehicles when their safety characteristics become well below current good practice? • Is guidance about accessing available information about light vehicle safety ratings provided to staff and contractors to inform private vehicle selection? 			

CHECKLIST 5: ENTRY AND EXIT OF USERS TO/ FROM THE SYSTEM: CONTROLS ON DRIVERS INCLUSION IN THE ORGANISATION'S SYSTEM

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Have comprehensive safety standards, rules, procedures and associated performance targets been set to govern the entry and exit of drivers to and from operating the organisations vehicles? <ul style="list-style-type: none"> • Commercial drivers – light vehicles? • Commercial drivers – heavy vehicles? 	<ul style="list-style-type: none"> • Are specific recruitment requirements and screening/ testing regimes in place for potential new drivers to determine fitness to meet organisation standards? • Are safe driving policies in place (including fatigue management and stable sleep pattern management) with which all drivers are required to comply (as in checklist 3). Are appropriate road safety inductions provided to new personnel and/ or contractors including induction in the use of specific vehicles allocated to an employment (or contract) role? 			
For each category of commercial driver (light vehicle and heavy vehicle) are regimes in place to ensure adherence to specified organisational safety standards, road rules and organisation procedures applying on the public road network?	<ul style="list-style-type: none"> • Is recognised good practice commercial driver instruction, including in vehicle coaching for new employees, provided • Is refresher instruction and in vehicle coaching/ assessment provided for all driver employees and contractors on a regular basis? • Are monitoring of driving behaviours and reporting on non-compliance (with the law (offences) or with the organisation's safe driving policies) to management, plus application of counselling and sanctions arrangements for non-compliance, - in place? • Are in vehicle monitoring systems in place with regular feedback provided to drivers on performance? 			

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
<ul style="list-style-type: none"> • Driver instruction and testing in vehicle handling and safe operation • Driver testing for alcohol or drugs impairment? • License status checks? • Driver compliance monitoring and intervention for non-compliance? 	<ul style="list-style-type: none"> • Is routine testing for drug and alcohol impairment with specified sanctions for detected impairment in place? • Is driver licence checking carried out as a pre-employment requirement and on an on-going basis? 			
<p>Do the specified organisational safety standards, procedures and rules and related compliance regimes clearly address the safety priorities of high-risk road user groups?</p> <ul style="list-style-type: none"> • Young drivers as commercial and private drivers? • Older drivers as commercial and private drivers? • Heavy vehicle commercial drivers? 	<ul style="list-style-type: none"> • Is specific targeted instruction and in vehicle coaching for young commercial drivers provided: (1) for light vehicle operation and (2) for heavy vehicle operation? • Are regular medical (including eyesight) checks required to monitor for signs of any substantial impairment, particularly of older drivers? • For heavy vehicle driver issues see previous box • Are all drivers provided with a journey plan and briefing before departure (for longer journeys)? • Is a course for new staff and contractors on private driving as commuters provided and are refresher courses provided on a regular basis? 			
<p>Do the specified safety standards and rules and related compliance regimes compare favourably with industry good practice?</p>	<ul style="list-style-type: none"> • Is benchmarking to compare driver entry/operation/ exit procedures with peers carried out - through industry associations or direct contact? 			

CHECKLIST 6: RECOVERY AND REHABILITATION OF CRASH VICTIMS FROM THE ROAD NETWORK

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Have comprehensive arrangements been established to support the rapid recovery and rehabilitation of crash victims following crashes within the organisations premises or on the public road network Pre-hospital? Hospital?	<ul style="list-style-type: none"> Does the organisation work with the public health industry to ensure adequate emergency care (rapid retrieval and movement to hospital care facilities) is available especially in regional and more remote areas of operation? 			

Checklists 7 to 12: are the organisation's road safety related management functions focused on results?

CHECKLIST 7: COORDINATION

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Does the leadership of the organisation effectively contribute to the coordination management function? <ul style="list-style-type: none"> Horizontal coordination across the organisation and with contractors and suppliers? Vertical coordination through the organisation? Specific delivery partnerships between the organisation, government agencies, non-government organisations, industry and the community? 	<ul style="list-style-type: none"> Is there a senior member of staff who is responsible to the Chief Executive for the road safety function including coordination (and the other management functions listed below in Checklists 8 to 12)? Is management decision making for work related road safety issues vertically integrated within the organisation? Is there an appropriate level of understanding by middle level supervisors of their role in improving work related road safety awareness and performance by road users in the organisation? Are effective linkages in place with other organisations to identify opportunities for combined action to improve road safety performance? 			

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Have robust intervention delivery partnerships between other businesses, the organisation, government road safety agencies and the community been established?	<ul style="list-style-type: none"> Are enduring partnerships and alliances established with other organisations, government road safety agencies and the communities in which the organisation operates? 			
Have industry association linkages been fostered to support coordination activities?	<ul style="list-style-type: none"> Does the organisation have a robust involvement in industry associations to support awareness of good practice improved work related road safety? 			

CHECKLIST 8: WORK RELATED ROAD SAFETY CONTROLS (SYSTEMS AND PROCEDURES)

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Are the organisation's Work related road safety policy, related procedures and associated systems supporting intervention activity and other organisational management functions, sufficient?	<ul style="list-style-type: none"> Is the implementation of the organisations work related road safety action plan, based on policies (and relying on systems), measured for its effectiveness of outcomes delivered? 			
Are organisation's work related road safety policy, related procedures and systems supporting intervention activity and organisational management functions regularly reviewed for effectiveness and reformed as necessary?	<ul style="list-style-type: none"> Is the work related road safety action plan reviewed annually (and as necessary when issues arise?) Are any identified policy and procedural weaknesses or gaps reviewed as a priority and are ongoing audits of procedural compliance conducted? 			

CHECKLIST 9: FUNDING AND RESOURCE ALLOCATION

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Are sustainable funding mechanisms and resource allocation procedures supporting intervention activity and organisational management functions in place?	<ul style="list-style-type: none"> • Is the funding for identified actions from the plan, the management of the road safety function and for work related road safety knowledge development, adequate? • Does the organisation work cooperatively with injury and property damage insurers to identify and develop investment opportunities by the insurers which would support improved road safety performance? 			

CHECKLIST 10: PROMOTION

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
<p>Does the leadership of the organisation effectively champion and contribute to the regular promotion of road safety within and beyond the organisation?</p> <ul style="list-style-type: none"> • Overall safe system goal? • Promotion of effective work related road safety activity? • Promotion to specific target groups within the organisation? • Promotion to all employees as road users commuting to work as pedestrians, passengers, drivers or cyclists/ motorcyclists? 	<ul style="list-style-type: none"> • Is there strong leadership by the Board and Chief operating officer in promoting effective work related road safety internally and within the industry, developing necessary policies and an action plan and delivering it? • Are education programs in place to raise awareness of the Safe System approach to road safety, and of common road safety issues; fatigue, speed, restraints, drink or drug driving, vehicle safety selection (including ANCAP safety information which could inform private vehicle purchase)? • Does effective promotion of road safety take place throughout the organisation (and to suppliers and consignors and customers)? Is there effective connection with other organisations, industry associations and government agencies at local, state or county and national level to encourage improved performance by those entities in advocating change and delivering on improved road safety matters within their areas of influence? • Is extensive road safety education provided within the organisation, including at senior levels, which involves industry associations, relevant government agencies and the local communities as appropriate? • Are vehicle safety improvement needs promoted through industry associations (particularly heavy vehicle safety needs) and is government agency support for specific enhanced standards improvement sought as necessary? 			

CHECKLIST 11: MONITORING AND ASSESSMENT

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Are sustainable systems in place to collect and manage data on road crashes and incidents occurring on organisational or public roads involving an employee or contractor, including data on fatality and injury outcomes, and all related road environment/vehicle/road user factors?	<ul style="list-style-type: none"> Has the organisation put in place arrangements to collect crash, incident, infringement and driver non-compliance data and monitor performance (conduct surveys and collect data on outputs, intermediate outcomes and outcomes) and to evaluate road safety performance against an adopted robust safety performance framework built around achievement of the action plan? 			
Are sustainable systems in place to collect and manage data on organisational vehicle speed compliance, safety belt wearing rates, and alcohol and drug testing at the workplace?				
Are regular surveys taken of organisational road user attitudes to road safety intervention activities?				
Are systems in place to regularly monitor and assess safety performance against targets?				
Does the leadership of the organisation effectively contribute to the monitoring and assessment management function?	<ul style="list-style-type: none"> Does organisational leadership support monitoring road safety performance and the regular reporting of results, in order to review areas where performance could be improved and necessary change introduced to drive that improvement? 			

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
<ul style="list-style-type: none"> Establishing and supporting data systems to record and monitor final and intermediate outcome and output targets? Transparent review of the organisations road safety actions, policies and procedures and its performance? Making any necessary adjustments to actions to improve performance? 				

CHECKLIST 12: KNOWLEDGE TRANSFER

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
Does the leadership of the organisation effectively contribute to the knowledge transfer management function?	<ul style="list-style-type: none"> Does organisational leadership foster knowledge development of work related road safety by staff, especially those with line management responsibilities for road safety? 			
Are demonstration and pilot programs of key elements of the action plan proposed? <ul style="list-style-type: none"> Organisational vehicle safety improvements? Organisational road infrastructure safety improvements? Safer driving policy proposals? Monitoring of activities? Other factors? 	<ul style="list-style-type: none"> Is capacity developed through implementing pilot programs to trial new safe system actions (which will support strengthening of management of work related road safety)? Are proposed actions based on relevant research findings and other evidence based guidance to increase the likelihood they will improve road safety performance? 			

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
<p>Are mechanisms and media in place to disseminate the relevant findings of work related road safety research and development and the evaluations of outcomes of organisational work related road safety activities?</p> <ul style="list-style-type: none"> • Conferences? • Seminars? • Training? • Other? 	<ul style="list-style-type: none"> • Is management support provided for a positive safety culture and environment, including provision of work related road safety education and training for staff? • Is a program in place for sharing of good work related road safety implemented practice with the industry, government agencies and the community? • Is there a commitment to effective training and development of staff knowledge about road safety? 			

Checklist 13: what is the organisational leadership's contribution to road safety management functions?

CHECKLIST 13: LEADERSHIP ROLE AND INSTITUTIONAL MANAGEMENT FUNCTIONS

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
<p>Does the organisation leadership contribute effectively to the management function which drives a focus on results?</p> <ul style="list-style-type: none"> • Appraising current road safety performance through high-level strategic review? • Adopting a far-reaching and comprehensive road safety goal (safe system) for the longer term? • Analysing what could be achieved in the medium term? • Contributing to the development of policy and procedures? 	<ul style="list-style-type: none"> • Is there a clear and organisation wide focus on desired road safety performance? • Is there a good understanding by organisational leadership of road safety including the Safe System approach to work related road safety risks faced by the organisation across its operations, particularly vehicle use on-road are understood and documented and are a focus for the organisation's leadership? • Is reporting to the Board of Directors on the status of activities to improve the organisation's road safety performance regular and comprehensive? • Is a clearly designated senior management position in place with responsibility and accountability for assessing work related road safety risks and opportunities and improving road safety performance, reporting directly to the Chief Executive? • Are effective linkages in place with other organisations to identify opportunities for combined action to improve road safety performance? • Is there evident management commitment to a "top down" positive safety culture and environment to support improved safety awareness and performance? 			

Questions	Some more detailed questions which will indicate potential actions which could be taken in response	Yes	Partial	No
<ul style="list-style-type: none"> • Setting quantitative targets • Establishing mechanisms to ensure accountability (including that of contractors and suppliers) for results? 	<ul style="list-style-type: none"> • Is effective implementation of agreed actions that accord with good national or international practice taking place, with adequate funding and resources to deliver it? 			

ANNEX D: AUSTRALIAN NATIONAL ROAD SAFETY PARTNERSHIP - TEMPLATE ACTION PLAN

AUSTRALIAN NATIONAL ROAD SAFETY PARTNERSHIP PROGRAM

Vision

To help Australian businesses and organisations develop a positive road safety culture and use their sphere of influence to enhance road safety nationally.

Mission Statements

- **Value adding through human engagement.**
Facilitate and promote corporate implementation and knowledge-sharing for the national benefit of reducing road-related trauma.
- **Knowledge collation and distribution.**
Facilitate and enable national road safety knowledge transfer for the benefit of national road safety and productivity.
- **Networks and collaboration.** Facilitate and enable national road safety collaboration for the benefit and implementation of national road safety.

The Basics

The Road Safety Action Plan is made up of two components. The first is the overall commitment which is signed by senior management. The second component is the Road Safety Action Plan which provides the high level details and measures of how the organisation will achieve work related road safety risk reductions inclusive of an identified baseline.

The Road Safety Action Plan should be seen as an organisation's action plan to:

- reducing road related trauma;
- increase road safety awareness; and
- advance road related safety within the organisations sphere of responsibility.

The action plan is set out as a 4 step process. The process is specifically designed to assist organisations through the process for the achievement of sustainable road safety outcomes. It is critical that senior management agree that undertaking the commitment is a priority to the organisation, prior to undertaking the action plan process. It is recommended that this document should be read in conjunction with the Occupational

Workplace Road Safety Guide available through the NRSP website.

Successful organisations action plans show intention to implement sound road safety methodology generated from robust data and risk management identification with clear accountability for delivery. For a small organisation this may be a relatively simplistic process where as a larger organisation may involve more complex matrices and processes. Larger organisation may also have a greater capacity to measure and evaluate, but either way organisations need to identify the risks, apply robust road safety approaches to mitigate the risks and provide evidence of the outcomes.

The Road Safety Action Plan should not create an onerous compliance burden and it is recommended that this commitment to road safety is integrated within the organisations overall commitment to safety.

Guiding Principles

The following represent a set of guiding principles that organisations can use or adapt to meet their own business needs.

1. Take actions to reduce fatalities and serious injuries on our road networks.
2. Understand their sphere of influence and responsibility that can contribute to reducing the number of road deaths.
3. Undertake risk based and data driven assessments, utilising a Safe System approach (Safe Users, Safe Roads and Roadsides, Safe Vehicles, Safe Speed).
4. Encourage and promote road safety awareness (individuals, organisations and community – employees, customers, contractors, commercial partners).
5. Develop, monitor and review, the integration and implementation of sound road safety practices that will influence road safety outcomes associated with the organisation (policies, procedures etc.)
6. Include road safety progress monitoring and measurement.

ANNEX D: AUSTRALIAN NATIONAL ROAD SAFETY PARTNERSHIP - TEMPLATE ACTION PLAN

7. Report annually on collated data, actions taken and measures implemented through the NRSPP Benchmarking process (direct reports are recommended to the program until the benchmarking is established).

Core Values

An organisation may have firmly established value statements in place. The following values can be adopted and / or added to existing values but most importantly the following values are central to road safety

- Respect for Human Life – every life is valued.
We do not accept that any human should die or be seriously injured on our roads and that our bodies can only absorb so much physical force from road trauma.
- Understand Risk - We do not take unnecessary risks that can impact ourselves, our colleagues or the wider community.
We will seek to understand our exposure to road safety risk and risk taking behaviour (Safe System approach to road safety).
- Seek Knowledge - We learn and apply robust knowledge that ensures safety is understood and put into practice.
We will seek to manage our exposure to road safety risk and risk taking behaviour (Safe System approach to road safety).
- Implementation – We take responsibility for pursuing effective road safety initiatives within our organisation / sphere of responsibility / community.
We will action effective measures with robust monitoring to reduce death and serious injuries within our transport system and reduce our community's exposure to road related risk.

TAILORING YOUR ACTION PLAN

The Action Plan is a documented plan of the high level initiatives that the organisation is going to undertake in its endeavours to reduce road trauma.

There are three key elements to the Action Plan:

1. Understand the exposure to risks, and identify the benefits of removing or reducing this risk – Using organisational data collected and the capacity review guide (Occupational Workplace Road Safety Guide) to understand areas of most concern.
2. Take action through effective means of implementation, engaging sound research, tools, knowledge and supporting resources.
3. Measure and collate the progress through robust processes.

Using the Safe System approach to Road Safety

The National Road Safety Strategy endorses the implementation of a Safe System approach to road safety methodology as the central focus for the reduction of fatalities and serious injury. Therefore the NRSPP also recognises this approach and recommends this approach as a sound starting point for understanding and implementing road safety within an organisation.

- Safe Road Use
- Safe Roads and Roadsides
- Safe Vehicles
- Safe Speeds

These above elements of the Safe System methodology, are interrelated and work together to reduce exposure to road related risk; more information is available through the NRSPP website.

Steps to Achieving a NRSPP Road Safety Action Plan for your Organisation

Pre-Development:

Senior management agree that undertaking the road safety is a direction / concern that the organisation wishes to support.

Step 1: Undertake a Road Safety Capacity Review - Road safety baseline measurements have been identified including human factors (awareness, education and knowledge) and organisational data focused measures shared and collated (this may be more simplistic measures for a smaller company vs. the complexity and ability of a larger organisation with high transport demands).

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The Capacity Review will allow for robust and meaningful actions to be developed, bespoke to the organisation. This analysis process, data collation and capacity review will also form the organisations baseline measures from which it can monitor and evaluate.

The baseline measurements should identify both human factors (awareness, education and knowledge) and organisational data focused measures (example only: Incidents, serious injury and fatalities per 100,000 km).

Step 2: Set road safety reduction targets and establish organisational initiatives utilising sound road safety methodology, baseline data and capacity review findings.

It is recommended that this process is developed in consultation with management, and representatives from road safety relating departments, (OH&S, HR, Fleet Services, and Finance).

Step 3: The road safety action plan has been established and signed off by senior management.

An organisational Action Plan is developed in conjunction with the Occupational Workplace Road Safety Guide available from the NRSPP website.

Step 4: Action plan is implemented by the organisation and results collated, monitored and evaluated. Evaluation / Monitoring and continuous improvement.

Action plan is implemented by the organisation and results collated, monitored and evaluated. The Occupational Workplace Road Safety Guide will provide some insight and direction to assist with this.

ROAD SAFETY COMMITMENT

STATEMENT OF COMMITMENT

Organisation Name / Logo:

Commitment to Road Safety Action Plan Signatory

Name:

Position Held:

Signatory:

Date:

ACTION PLAN

- Dot points of overall objectives

(It is recommended that each of the following elements be included in the organisations action plan but it is conceivable that this is not possible for all organisations).

Elements – User, Speed, Roads and Roadsides, Vehicles

- **Safe Road Use**

- Statement of Commitment
- What we are going to do – High-level Overview
- Key Performance Measure(s) and timeframe

- **Safe Speed**

- Statement of Commitment
- What we are going to do – High-level Overview
- Key Performance Measure(s) and timeframe

- **Safe Roads and Roadsides**

- Statement of Commitment
- What we are going to do – High-level Overview
- Key Performance Measure(s) and timeframe

- **Safe Vehicles**

- Statement of Commitment
- What we are going to do – High-level Overview
- Key Performance Measure(s) and timeframe

ANNEX E: NEW ZEALAND FLEET SAFETY PROGRAM - ACTION PLAN

FLEET SAFETY ACTION PLAN

Fleet Safety Programme:

Fleet Safety programme region:

Fleet safety programme contact:

Fleet Safety Action Plan commencement date:

Fleet Safety Action Plan completion date:

Company Overview

Company name:

Size of company (number of staff and/or contractors):

Work activities/Industry:

Level of staff involvement in developing and updating health and safety policies, processes and procedures:

Company contact:

Improvement Objectives

(Select the objectives that have been agreed require improvement)

- ☐ **Policy** - The organisation has a comprehensively written, signed and dated Safety, Health and Environmental Management policy, which includes clear objectives and a commitment to improving driver safety performance over time.

Comment

Target completion date

- ☐ **Fleet Safety Hazard Management**

(identification, risk assessment and control) – hazard and risk assessments are undertaken and reviewed on all organisational, management and employee travel risks in line with the requirements of the health and safety policy).

Comment

Target completion date

ANNEX E: NEW ZEALAND FLEET SAFETY PROGRAM - ACTION PLAN

☐ **Legal Compliance** – The organisation complies fully with all relevant corporate and regulatory requirements.

Comment

Target completion date

☐ **Organisational Leadership and Culture** – The organisational structure allows for co-operation, communication and the cross flow of information across all departments with responsibilities for health and safety.

Comment

Target completion date

☐ **Mobility and Journey Management** – The organisation optimises work schedules and travel requirements to minimise road risks and to encourage compliance with speed limits, working time regulations, road safety laws and to avoid the times of day when falling asleep at the wheel is most likely (2am to 6am and 2pm to 4pm).

Comment

Target completion date

☐ **Driver Recruitment, Selection and Induction** – all new employees receive a formalised induction which covers policy, equipment familiarisation, collision and fuel reporting, emergency procedures, vehicle checking/maintenance and the importance of safety for brand reputation.

Comment

Target completion date

☐ **Driver Supervision, Monitoring, Assessment and Improvement** – A system is in place to maintain appropriate driver records, including copies of employment applications, medical/health information, reference and licence checks, training records and qualifications, collision history and fuel efficiency.

Comment

Target completion date

☐ **Employee well-being** - An appropriate well-being programme is in place for new and existing staff, including health, stress, fatigue, drugs and alcohol and mobile phone use.

Comment

Target completion date

☐ **Vehicle Selection, management and Use** – There is a clear vehicle selection, allocation and replacement policy covering vehicle construction, driver and vehicle safety, fuel efficiency and environmental performance standards.

Comment

Target completion date

ANNEX E: NEW ZEALAND FLEET SAFETY PROGRAM - ACTION PLAN

☐ **Specific Risks** – Policies and procedures are in place to manage specific areas of risk such as relief driver and employees using their own vehicles for work.

Comment

Target completion date

Completion

Please highlight any specific key change(s) evidenced in the fleet safety systems/ behaviours.

Concluding comments (if required)

ANNEX F: STEPS TO BE TAKEN IN A WORKPLACE RELATED ROAD SAFETY MANAGEMENT CAPACITY REVIEW

1. Set review objectives

- Set out an integrated framework for dialogue with the proprietor for small to medium organisations or organisational senior and middle management and stakeholders for middle to large organisations on potential work related road safety actions and investments.
- Assess the proprietor's (small) or the organisational (large) commitment to improved road safety performance and identify related institutional responsibilities and accountabilities.
- Reach consensus on road safety management capacity weaknesses and organisational strengthening and action/ investment priorities to overcome them.
- Identify work related road safety management strengthening initiatives and Safe System supportive activities to launch the investment strategy.

2. Prepare for review

Careful preparation for an organisational work related road safety management review is critically important to its ultimate success. Key requirements include:

- High-level organisational commitment to the review with appropriate proprietor (small) and where relevant, Board and senior executive (large) endorsement and their agreement to fully engage in the process and provide the necessary support required to ensure its success.
- The review needs to be conducted by an experienced, recognized road safety specialist with senior management experience at senior levels within work related road safety programs, to achieve credible dialogue at the levels required to quickly achieve consensus on the way ahead.
- An inception status report, prepared by the client organisation, prior to the review being conducted, which sets out the basic elements of the work related road safety management system as it exists, the work related road safety environmental context and

risks faced by the organisation and provides available data on work related road safety results and trends would be very helpful to the review process. This would allow the review to get off to a quick start and avoids dissipating important resources in the collection of basic data and background institutional information. The inception report should compile all relevant information that is readily available in accordance with the capacity review checklists.

- Access to relevant senior and middle management is essential during the conduct of the review.

3. Conduct the interviews and discussions

Key actions are to examine the work related road safety approach and activity within the organisation under the following headings:

- Assess the intervention/ activity level.
- Assess the organisational management functions.
- Assess the leadership/ senior management capacity including the level of results focus.
- Assess results to be sought.

See the checklists in Annexes A, B and C. These provide a guide to the necessary dialogue associated with the review

4. Specify an action plan made up of Safe System compliant activities

See Annex D and E for Action Plan templates which can be adopted and used. Templates have been supplied by Fleet Safety New Zealand and the Australian National Road Safety Partnership Program.

5. Confirm review findings at high-level

Ensure review findings are reviewed and signed off by senior management within the organisation and distributed to the appropriate management and operational staff.

ANNEX G: TABLE OF EFFECTIVE AND POOR COMPARATIVE WORK RELATED ROAD SAFETY

The following table has been adopted from the HSE Organisation in the UK and sets out the characteristics of an organisations work related road safety which is done well compared to an organisations who find they have done this poorly (or indeed not at all).

The following may not provide a complete list of all functions within the organisation but is a good starting for consideration. Reflection on this material may assist an organisation to determine whether to take steps to improve its work related road safety capacity.

TABLE 1: COMPARATIVE WORK RELATED ROAD SAFETY CAPACITY - EFFECTIVE OR POOR

Small to Medium Organisation	
What it looks like when done effectively	What it looks like when done badly or not at all
<p>Leadership</p> <ul style="list-style-type: none"> • Maintain attention on the significant risks and implementation of adequate controls using sound road safety methodology. • Demonstrate their commitment by their actions; they are aware of the key road safety issues effecting the organisation, supply chain (drink driving, speed, restraint use, vehicle selection). • Ensure consultation with the workforce on road safety. – (Travel plans and business trip planning - safer roads and travel time management). • Challenge unsafe behaviour in a timely way (Infringements, valid licences, compliant road users). • Demonstrate road safety culture through vehicle fleet selection, promoting driver rest stops and not overloading travel and meetings). <p>Management of road safety</p> <ul style="list-style-type: none"> • Evidence of management of road safety risks. • People understand the risks and control measures associated with their work. • Developed some documentation and is available: relevant t nature of the organisation. • Active promotion of a safety culture and travel management. <p>Beyond compliance</p> <ul style="list-style-type: none"> • 5 Star safety rating of vehicles - Fit for purpose and tool of trade vehicles, inclusive of grey fleet are priorities. • Employer assists high risk employees to become compliance road users. 	<p>Leadership</p> <ul style="list-style-type: none"> • Set no standards or environment that supports positive road safety outcomes. • Don't understand the need to maintain oversight. • Don't meet their own organisation's legal requirements of providing safe work place. • Lack or no engagement with road safety by workers. • Road safety is seen as irrelevance or nuisance. <p>Management of road safety</p> <ul style="list-style-type: none"> • no one takes responsibility for road safety. • Widespread, routine violations of procedures / if any procedures exist. <p>Beyond Compliance</p> <ul style="list-style-type: none"> • Managers are unaware of responsibility to employees.

ANNEX G: TABLE OF EFFECTIVE AND POOR COMPARATIVE WORK RELATED ROAD SAFETY

Medium to Large / Multi-National Organisations	
What it looks like when done effectively	What it looks like when done badly or not at all
<p>Leadership</p> <ul style="list-style-type: none"> • Maintain attention on the significant risks and implementation of adequate controls using sound road safety methodology. • Demonstrate their commitment by their actions; they are aware of the key road safety issues effecting the organisation, supply chain and the greater community impacts. • Engage with road safety related public sector agencies to understand strategies and overall direction and or concerns. • Ensure consultation with the workforce on road safety. • Challenge unsafe behaviour in a timely way. • Discuss road safety as a senior management responsibility within the organisation. • Demonstrate road safety culture through procurement standards and approvals. <p>Management of road safety</p> <ul style="list-style-type: none"> • A systematic approach is used to manage road safety. • People understand the risks and control measures associated with their work. Contractors adhere to the same standards and are held accountable. • Appropriate documentation is available: current, organised, relevant. • People understand their roles and those of others. • Performance is measured - to check controls are working and standards are being implemented, and communicate and learn from mistakes after things go wrong. <p>Beyond compliance</p> <ul style="list-style-type: none"> • If a formal system (such as ISO 39001) is used: has it been externally certified - is the certification accredited? • Road safety is integrated into business processes and decision making. • Benchmarking is used to compare performance with others. • Supply chains and greater community are influenced to improve road safety. • Knowledge and learning's are shared beyond the immediate organisation so that others can also learn 	<p>Leadership</p> <ul style="list-style-type: none"> • Set no road safety priorities. • Don't understand the need to maintain oversight. • Don't meet their own organisation's standards/ procedures. • Lack or no engagement with road safety by workers. • Road safety is seen as an add-on, irrelevance or nuisance. • Poor incident history (accidents, near misses, vehicle damage, personnel injuries or other indicators). <p>Management of road safety</p> <ul style="list-style-type: none"> • Incomplete or missing paperwork. Does not link to actual risks in work related activities. • Confusion over roles, inaction as no one takes responsibility for road safety, distrust of management motives. • Widespread, routine violations of procedures. No oversight of contractors. • Information is not passed on, not understood, or not implemented. • Managers are unaware of employee concerns or do not respond appropriately. • Lessons are never learned.

KNOWLEDGE TRANSFER WITHIN A LARGE ORGANISATION

The key change agents moving to improve road safety performance within organisations have a major responsibility for the provision of work related road safety advice to the CEO and the Board. They need to be well informed about what the extensive science/ research/ evidence tells us about effective road safety measures.

Key Question - Do the senior people in your organisation have sufficient knowledge to successfully advocate necessary change to bring about sustained improvement in road safety performance?

Often, smaller initial projects (demonstration projects or pilot projects) can assist the introduction of changed arrangements, give impetus to the dissemination of knowledge and understanding about safe system and road safety management challenges and can assist in building organisation wide support for later larger changes. These could be delivered through the establishment of road safety alliances or working groups with other organisation, research experts and or government agencies.

Advocating change is challenging, but opportunities to change past approaches to road safety within industries or large businesses and at times in the wider community do exist. Advocacy by senior executives to Directors and across organisations builds confidence within organisations that change will be manageable. Some opportunities which offer potential benefits, especially for larger organisations, include:

- Promoting vehicle safety information to industry associations and seeking government agency support;
- Insurance system opportunities being explored - such as identifying improved incentives which could be provided through the premium mechanisms for injury and property insurance - to encourage safer vehicles/ safer behaviours

- Investing in infrastructure measures within premises (or in certain situations beyond those premises) to obtain a commercial return in terms of crash cost savings (perhaps at times in combination with government); and
- Working with the public health industry to ensure adequate emergency care is available in more remote locations.

However, taking advantage of opportunities such as these requires senior management to be well informed and to have good awareness of road safety issues.

Demonstration projects or alliance projects as outlined earlier in this chapter are a useful mechanism to support knowledge development and build management capacity

ANNEX I: LIST OF RESOURCES THAT MAY BE USEFUL

Australian National Government Bodies

- Australian Design Rules
<http://www.infrastructure.gov.au/roads/motor/design/index.aspx>
- Australian Government Department of Infrastructure and Transport
<http://www.infrastructure.gov.au/roads/safety/index.aspx>
- National Heavy Vehicle Regulator
<https://www.nhvr.gov.au/>
- National Transport Commission
www.ntc.gov.au
- Road Safety Remuneration Tribunal
<http://www.rsrt.gov.au/>
- Standing Council on Transport and Infrastructure (SCOTI)
<http://www.scoti.gov.au/>

New Zealand Government Bodies

- New Zealand Transport Agency (NZTA)
<http://www.nzta.govt.nz/>
- ACC NZ
<http://www.acc.co.nz/>

Australian Government Sponsored Bodies

- Austroads – Safety
<http://www.austroads.com.au/safety>
- ARRB Group
<http://www.arrb.com.au/home.aspx>
- Indigenous road safety web resource
<http://www.healthinonet.ecu.edu.au/related-issues/road-safety>

Australian State Road Safety Agencies – Road Safety

- Northern Territory Government Department of Transport - Road Safety
<http://www.transport.nt.gov.au/safety/road-safety>
- NSW Government Centre for Road Safety
<http://www.rta.nsw.gov.au/roadsafety/index.html>

- Queensland Government Department of Main Roads – Road Safety
<http://www.tmr.qld.gov.au/safety/road-safety.aspx>
- South Australian Department of Transport – Road Safety
<http://www.dpti.sa.gov.au/roadsafety>
- Tasmanian Department of Infrastructure, Energy and Resources
<http://www.transport.tas.gov.au/safety>
- Victorian Road Safety Agency
<http://www.roadsafety.vic.gov.au/>
- Western Australian Office of Road Safety
<http://www.ors.wa.gov.au/Office-of-Road-Safety>

Australian State Road Agencies – Road Rules

- NSW Government Transport, Roads and Maritime Services – Road Rules
<http://www.rta.nsw.gov.au/usingroads/roadrules/index.html>
- Queensland Government Department of Transport and Main Roads – Road Rules
<http://www.tmr.qld.gov.au/Safety/Queensland-Road-Rules.aspx>
- South Australia Road Rules
<http://www.sa.gov.au/subject/Transport%2C+travel+and+motoring/Road+safety/Australian+road+rules>
- VicRoads – Road Rules
<http://www.vicroads.vic.gov.au/Home/SafetyAndRules/RoadRules/>
- Western Australian Department of Transport
<http://www.transport.wa.gov.au/licensing/20425.asp>

Australian Road Safety Data Sources

- Bureau of Infrastructure, Transport and Regional Economics (BITRE) – Road Safety
<http://www.bitre.gov.au/statistics/safety/>
- Queensland Department of Transport and Main Roads
<http://www.tmr.qld.gov.au/Safety/Transport-and-road-statistics/Road-safety-statistics.aspx>

ANNEX I: LIST OF RESOURCES THAT MAY BE USEFUL

- NSW Transport Roads and Maritime Services – Crash Statistics
http://www.rta.nsw.gov.au/roadsafety/downloads/accident_statistics_dl4.html

Other Organisations related to Road Safety (Not mentioned in the Guide)

- Australasian Fleet Management Association (AFMA)
<http://www.afma.net.au/>
- Australian Trucking Association
<http://www.atatruck.net.au/>
- NRMA - ACT Road Safety Trust
<http://www.roadsafetytrust.org.au/c/rtt>
- 33900
<http://www.33900.org.au/>
- Brake (NZ)
<http://www.brake.org.nz/>
- Fatality Free Friday
<http://www.fatalityfreefriday.com/>
- Japan New Car Assessment Program (JNCAP)
<http://www.globalncap.org/NCAPProgrammes/Pages/JNCAP.aspx>

Road Safety Research Institutions

- Centre for Accident Research and Road Safety – Queensland (CARRS-Q, part of the Queensland University of Technology)
<http://www.carrsq.qut.edu.au/>
- Centre for Automotive Safety Research (CASR, part of the University of Adelaide)
<http://casr.adelaide.edu.au/>
- Monash University Accident Research Centre (MUARC)
<http://www.monash.edu.au/miri/index.html>
- Curtin - Monash Accident Research Centre (C-MARC)
<http://c-marc.curtin.edu.au/>
- Transport and Road Safety Research (TARS, part of the University of NSW)
<http://www.tars.unsw.edu.au/>

Motoring Organisations

- Australian Automobile Association
- NRMA
- Royal Automobile Association of SA
- Royal Automobile Club of Queensland
- Royal Automobile Club of Victoria
- Royal Automobile Club of WA
- Royal Automobile Club of Tasmania

Australian and overseas resources (not discussed within the guide)

- <http://www.hse.gov.uk/roadsafety/index.htm>
 - Some resources provided by the Health and Safety Executive (UK), including some case studies which organisations may find helpful when developing, or reviewing their own occupational road safety policies and procedures.
- <http://www.fleetsafetybenchmarking.net/main/>
 - A free 10 question “Gap Analysis” online benchmarking system for initial analysis of an organisations fleet management system.
 - A product provided by Virtual Risk Manager.
 - Although free to utilise, contact details are required to be entered before commencing, and the short survey is based solely of self-report data.
 - Also linked to from the <http://fleetsafety.govt.nz/> site
- <http://www.drivingforbetterbusiness.com/>
 - (UK) Raise awareness of the importance of work-related road safety in the business community and public sector by using advocates drawn from these communities to promote the business benefits of managing it effectively.
- <http://www.ogp.org.uk/>
 - International Oil and Gas Producers - **OGP** land transportation safety recommended practices